



Connecticut **INDUSTRY**

**AUGUST
1946**

THE GRAY MANUFACTURING COMPANY
Hartford, Conn., U.S.A.



NEW YORK OFFICE
230 PARK AVENUE

CABLE ADDRESS
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**To Those Concerned
With Production**

The practice of subcontracting was directly responsible for the enormous wartime production achieved by American industry. Peacetime production and efficiencies can be aided materially by the continuation of this practice. Whereas speed was the most important factor during the war, cost now assumes prime importance.

We have asked other manufacturers, with facilities complementing ours, for descriptions of such of their equipment as may be of use and available to the Gray Company. In turn, we have prepared a brief description of our manufacturing facilities currently available to others. We will be glad to supply a copy of this brochure upon request.

We believe that such interchange of information, with the idea in mind of employing each other's facilities to our mutual advantage, is a practice with too much merit in it to be discontinued. It has an important place in peacetime as well as in war.

W. E. Ditmars
W. E. Ditmars
President



*the Gray
Autograph*

Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
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L. M. BINGHAM, Editor

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are notably endowed with

SPEED

PRECISION, AND

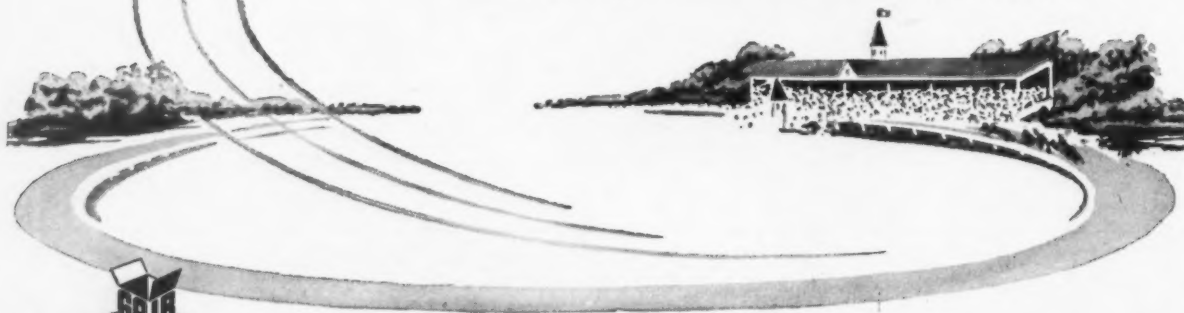
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says ROBERT GAIR

Modern types of packaging machinery are endowed with speed, and personality too... and each machine demands a "uniform precision" carton... just the kind of distinctive "tailor made" cartons that Robert Gair has been creating and producing consistently for over eighty years... cartons that are ***GAIRanteed***.

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A modern banking service to assist sound businesses to grow and prosper.

The two principal features that distinguish a TERM LOAN from other types of credit furnished by the Hartford National Bank and Trust Company to sound businesses, large and small, are:

1. Final maturity is at least one year, and may be as much as five years or more, from the date of the loan.
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The basic intent of a TERM LOAN is to provide for payment out of operations. A frequent result is that the loan is actually paid out of the additional profits that it makes possible.

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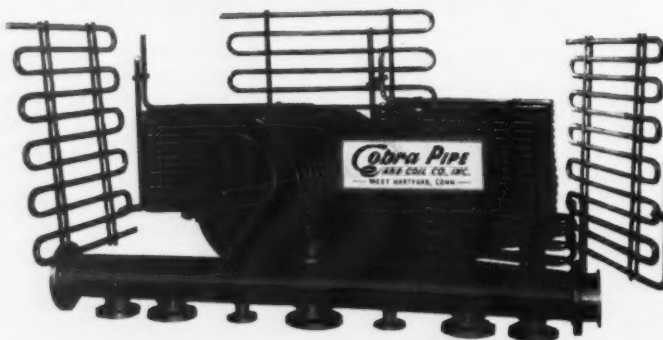


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The Challenge to Business Leadership

By ALFRED C. FULLER, *President*



NOT since the Pilgrims set foot on American soil in 1620 has there been any lack of opportunity to assert leadership for the expansion of true freedom in this country. The religious leaders with their congregations asserted it as they pushed through the trackless forests and followed uncharted waterways to set up new outposts, protected by strong bonds of individual physical, moral and spiritual responsibility to the community. The daring Yankee peddler, through performing a dangerous but altogether useful merchandising service for the lonely and product-hungry colonists, exerted a leadership which laid the foundations for Connecticut's later productive and marketing enterprise that introduced Yankee products as useful tools in practically all countries of the world. Next came a procession of inventor-mechanics who were challenged to set up shops of their own to satisfy the appetites for new products which had been whetted by the occasional visits of the Yankee peddler to the growing circle of villages and towns. Concurrently, and in subsequent years, the ever growing demands for new goods and an interchange of products inspired a daring leadership which planned and directed the construction of thousands of miles of waterways and railroads that eventually linked all communities of the country into a thriving, united nation.

So much for historical highlights. Where are we today? With all the leadership that brought us through a civil war, a war that elevated us to the level of a world power, and two world wars, and made us the envy of all other nations because of our productivity and wide distribution of high living standards, we are now challenged by demands for leadership in human relations that dwarf all past calls upon our ingenuity. Unfortunately the call comes at a time when we are beset with so many material problems at the local, community, state, national and international levels that we must exercise extreme care lest we become stampeded into unwise and hasty action instead of employing the simple fundamentals which create harmony between us and our neighbors next door, each of our employees and associates in business and each individual whom we communicate with in person and by all other thought-carrying mediums, including personal representatives. The core of the simple fundamentals of developing harmonious human relations lies in the development of a keen sense of obligation or responsibility. The cooperation born of a keen sense of obligation was forced by necessity upon Americans in the early days of this country, and must be forged anew out of the white heat of discord arising from the impersonalization of human contacts by mass treatment of all our problems, or our civilization will be crushed between conflicting groups demanding "rights" which can't exist without the

full exercise of obligations by both leaders and the rank and file of each group.

Despite the fact that there are many great challenges to business leadership at the moment, let us consider the challenge to our free economy which has been thrust upon business management by the ending of OPA price controls. Although the very operation of OPA after the ending of rationing, material *priorities* and wage controls has contributed greatly, along with deficit financing, excess credit and currency in circulation, to an ascending spiral of inflation, the powerful propaganda machine, fed with taxpayers' dollars, in combination with the equally powerful propaganda of the Communists and CIO-PAC machine, has convinced large segments of the people that runaway inflation is certain without government price controls to hold prices in line.

It makes no difference whether business is to blame or not. As long as the public believes the propaganda that management will be responsible for any future inflation spiral, the challenge to business leadership of statesman-like quality is very real. It calls for forthright action by industrial managements to acquaint employees and the public with the factors that have caused a high degree of inflation before OPA controls were eliminated. This leadership also calls for the development of a thorough understanding and close cooperation between manufacturers and retailers, in order that retail advertising and personal sales messages to the consuming public will reflect the justifiable reasons for any price increases that must be made, rather than to glibly lay the blame on industrial management. To attain the high degree of industry-retailer cooperation may require a prompt approach to retail outlets, with the assistance of trade associations and associations of retailers, as well as the maximum of missionary work that can be performed in person and by explanatory letters or literature passed on through distribution channels to retail advertising men, personnel and other store executives. It also calls for keeping our state representatives and Congressmen advised of the plans of each manufacturer to keep costs and prices down to the lowest possible point and of the factors which contribute to necessary price increases until more efficient production forces them down again.

(Continued on page 30)

STYLE IN YOUR MERCHANDISING

By J. GORDON LIPPINCOTT, *President, J. Gordon Lippincott & Co., New York*

THIS IS THE FIRST of a series of articles on modern industrial design—a requisite to improve utility and gain wider acceptability for products in an increasingly competitive market.—Ed. Note.

INDUSTRIAL design is a profession so new that the vast majority of our citizens are completely unaware of its existence, and the man in the street, if queried, would be sorely pressed to define the term properly. Yet the results of no other profession touch more closely on the daily lives of the masses. The industrial designer styled your lipstick, your kitchen range, your automobile, your lawnmower and the Diesel locomotive that speeds you along at ninety miles an hour from place to place. It is he who has taken your everyday, commonplace appliance and given it the

style and appearance that influenced you to favor it and buy it against its competition.

Months and sometimes years before you drove that sparkling new car home for proud display to your family and friends, it was being born on the drafting board of some industrial designer. It was being formed of clay under the fingers of a master model maker, and later, in wood, it appeared with glass windows, working doors, smart upholstery, plastic and metal controls, in full size and to all appearances "ready to roll." It was being given a finish of enamels or lacquers,

carefully sanded and polished, and tested for comfortable seating, head and leg room, visibility, eye appeal and sales appeal—for months before it assumed actuality.

What Are the Customer's Motives

A customer buys your product or thinks he does, because of its *value* represented by the three main factors of price, utility and style. The average buyer is not an engineer. He will assume that products of comparative price are functionally on a par, so the motivating sales influence frequently becomes appearance or style. Through stimulation of consumer acceptance, style can often double or triple the sales of a product without increasing its unit cost of production. This has

MODELS PLAY AN IMPORTANT PART in appreciating the final construction and appearance of a product. This shows a

proposed design for a molded plastic portable radio. Good model-making is an essential step in product development.



been demonstrated so many times that almost all business executives recognize it. On the other hand, securing a product that has a quality of distinction and a freshness that stimulates the urge to buy, and yet one which is not so new and radical that it runs the risk of being "too advanced," is no easy task. It is a problem that every manufacturer must face unless he chooses to sell his product on the basis of price alone.

In most consumer products the smaller manufacturer has been able to compete in price with the larger corporation. He competes in price because he has less factory overhead, less organizational red tape and friction than the larger corporation. He is more flexible, more alert to change, and can seek lucrative markets that are less profitable to his large competitor. The main problem of the small manufacturer is not one of price but of function and style, because function and style are generally the result of vast sums of money spent in research—in engineering laboratories and on the industrial designer's drawing boards. The major problem of the smaller manufacturer then becomes production of a better product with more sales appeal. Yet the cost of product development is high. To engineer, tool and style an automatic electric toaster completely can run anywhere from \$25,000 to \$50,000, which necessitates sales into the hundreds of thousands



THE AUTHOR OF THIS ARTICLE, J. Gordon Lippincott, is the head of his own industrial design firm in New York. In addition to being an artist and a designer he is a graduate engineer who feels that the mechanics of production and merchandising must be integrated with style to achieve maximum consumer-appeal.

of units for a profit. To the larger organization whose sales approach millions of units, this cost is small and easily absorbed. But to the small manufacturer, who has no assurance of these greater sales, this product development cost is a serious consideration. He is therefore faced with the problem of keeping his products up to date, in both function and style, and do so within his financial limitations.

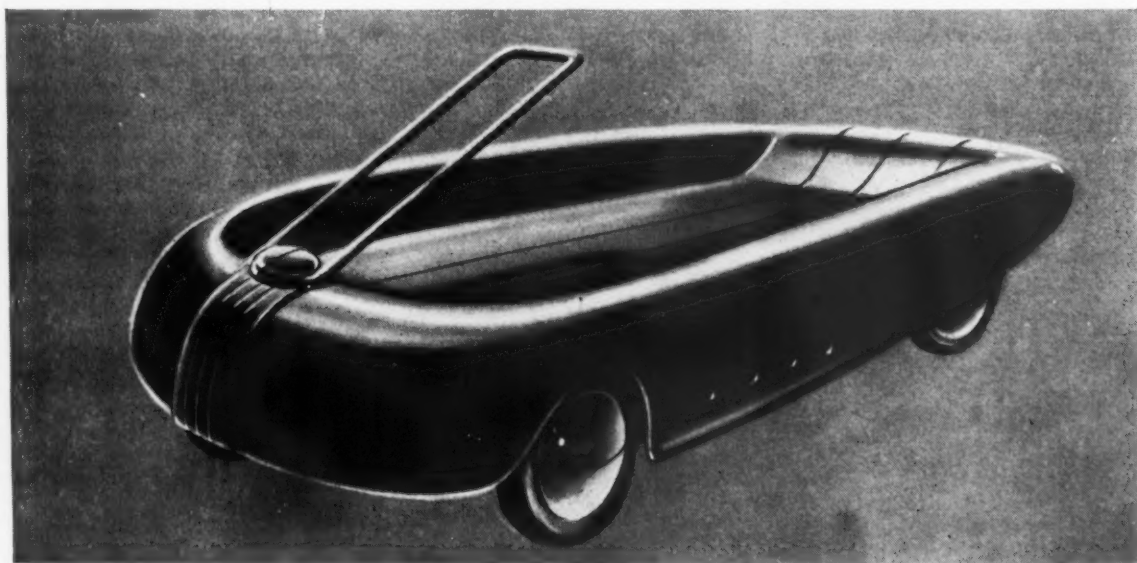
The Answer for Small Manufacturers

The real answer to the smaller manufacturer's product development problem lies in his proper selection of personnel and the realization of product development broken down into the two distinct phases of product development and styling. He should search diligently to find the right product development engineer, pay him a good salary, and put him in complete charge of the product de-

velopment program. He should be cautioned above all to study competition.

I am continually surprised in visiting clients' plants to find that they do not have samples of competitive merchandise in their laboratories. They will spend months in the engineering department working up new means of improving their product without being aware that their competitors have already had that very improvement on the market. Every small manufacturer should have a separate area of his plant devoted to product improvement. It should be kept under lock and key and contain a complete file of all competitive products—which have been carefully studied.

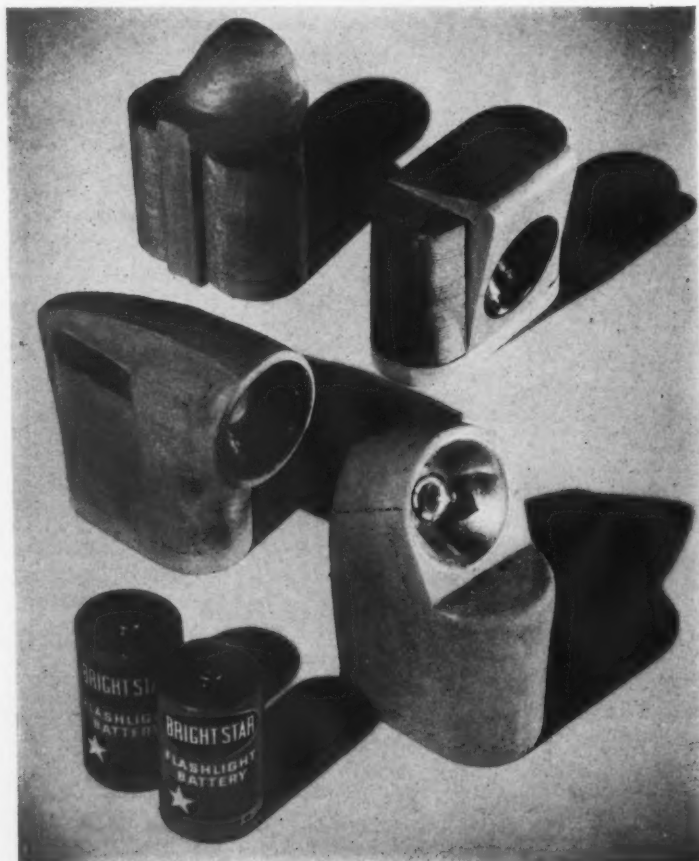
In addition to a product development engineer a full-time industrial designer should be on the staff. This man can be found for a salary of from \$5,000 to \$10,000 a year, depending upon his ability and responsibility. The manufacturer then has a working team



EVEN TOYS ARE GOING IN FOR EYE-APPEAL! This is a molded plywood wagon of monocoque construction—one that would take a great deal of abuse and still have lots of eye-appeal on the showroom floor.



THE AMERICAN BATHROOM will trend toward prefabrication. One of the first steps will be modular units as sketched above, permitting more useful storage space and greater comfort. The study sketches for the new Flashlight below were made by taking the elements such as batteries, lamp reflectors—and arranging them in various possible positions seeking new form to develop a new product.



capable of producing new and better products each year. He has all he needs except for one important factor—*stimulation* and *critical judgment*. Here he should retain an outside consultant who has an unbiased and fresh point of view. The consultant industrial designer can unquestionably stimulate both the product development engineer and the stylist in the manufacturer's plant. It is his job, through mutual cooperation and respect, to keep men continually alert to change and freshen their viewpoint. Because a consultant designer is working on a tremendous variety of products in all basic materials, he can offer a perspective that no employee of a single plant can possibly experience.

So, in addition to his own product development staff, the alert manufacturer will retain outside consultant, and the reason for this should be readily apparent. No engineer or designer, no matter how talented, can work within the confines of one organization year after year and remain truly creative. The creative engineer and designer demand freedom and versatility, and this is why a creative product stimulation so often comes from the outside. That is why there are consultant engineers and industrial designers.

Shifting Designers to Avoid Staleness

For example, as a designer, I have recognized this problem with my own personnel. I would never keep the same designers on the same account two years in a row because no matter how talented they are they would go stale. Any designer who has worked months to produce and style a really new and better refrigerator in 1945 cannot possibly produce as fine a job in 1946. He has simply worn his ideas thin in that particular field. He can, however, style something fresh and different in an automobile or an airplane, or some other product. This freshness of approach is a great asset which the consultant industrial designer can bring to his clients.

Style is just one phase of marketing and merchandising, but a very important phase. Remember that a product can be manufactured only if it can be sold, and it can be sold only if someone wants to buy it. Both the United States and Canada have proved their capacity to produce far in excess of capacity to consume and have done

so with many millions of their finest industrial manpower in the armed forces. It is generally admitted that merchandising will present far greater problems in the postwar period than will production. This brings us to a consideration of planned style obsolescence.

Rapid Style Change

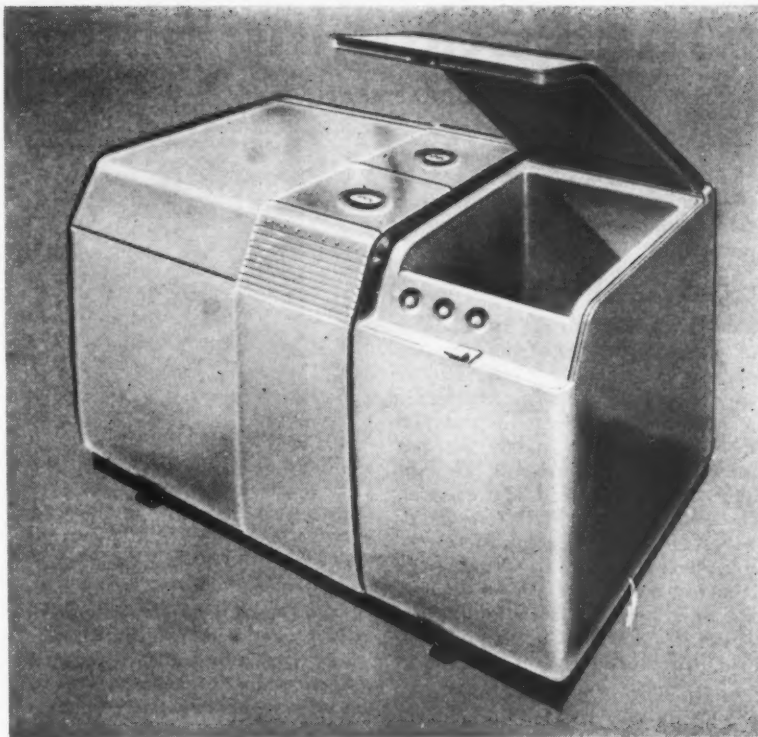
Rapid style change has long been used in women's clothing to make a garment obsolete stylewise before it is worn out. It was a well coordinated means on the part of clothing manufacturers to sell more merchandise. It is not wasteful since the higher mass production it makes possible has brought the North American woman better clothes for her money than can be found in any other area of the world. Style here has proved a means of moving merchandise, and as such a means of making more jobs for more people, and low cost, good looking clothing for all.

The automotive industry was the first major industry in America to apply yearly style obsolescence to a manufactured product. This meant that the average car buyer was encouraged to trade his year old car in long before it was worn out—indeed, before there were any major repairs. His loss for trading in a new car every year instead of running it for three or four years was approximately \$100 a year for the average car. Several million American consumers have been willing to pay this added premium each year for style and greater mechanical superiority.

However, the important thing to note in style obsolescence—and it has now crept into all major consumer appliances such as refrigerators, washing machines, radios, etc.—is that the second-hand automobile still carries on with a useful life to the consumer who could not afford a new car. Indeed, the buyer of a second-hand car with 15,000 miles on it gets more for his money than any other consumer in the world. Because of style obsolescence, the car takes a terrific initial depreciation. As far as mechanical obsolescence goes, the car is still new and still has an average of 100,000 miles under its hood before it reaches the junk heap. The average car that is obsolete stylewise is hardly broken in mechanically.

Value of Style Obsolescence

Thus we see that style obsolescence forces merchandise farther on down



ELECTRIC APPLIANCES ARE NOW BIG BUSINESS and an integral part of the American home. This deep freeze unit suggests modern styling in this direction with increased attention to function and production requirements.

the line to the consumer who normally could not afford to buy a new model. This is a very important function of style obsolescence in building postwar jobs for workers. The war interrupted the widespread use of style obsolescence. In refrigerators, radios and similar appliances, yearly models in these fields started back around 1939 and got into full swing in the early 40's. There is no doubt, even with only partial reconversion, that yearly styling will take up where it left off, with all mechanical products being obsolete stylewise the first or second year after they have come out. With a mass acceptance of this principle in full swing again, it means that the industrialists in Canada and the States will be able to manufacture far more merchandise than they ever did in the past.

Before the war, the average family's yearly income was inadequate to afford the purchase of a new car. However, the fact that mechanically, equally good cars were available, though slightly obsolete in style, at a fraction of the new car price, meant that the average family did own a car. So it is apparent that style obsolescence will

force better and better cars down the second-hand market to the lower and lower income groups. This can be true of all consumer merchandise, even including prefabricated housing.

The importance of style obsolescence becomes apparent when one realizes the tremendous amount of merchandise sold because of *impulse buying*—that is, the consumer buys the product not with planning and forethought, but on the impulse because of attractiveness of display. Styling stimulates impulse buying. When you see a better looking car or refrigerator on the show room floor than the one you now own, you have a very strong urge to possess it. This is a typical North American instinct that is true of no other section of the world. We do not cherish and save our things year after year as is true in the European economy of scarcity. We use and enjoy the things we buy, but long before their usefulness is exhausted we pass them on for something better. Only through this greater consumption of the products of industry can we keep a semblance of full employment.

(Continued on page 44)

The Packaging Situation Today*

By FRANK B. FAIRBANKS, President, Horix Manufacturing Company, Pittsburgh, Pa.

LET us begin by briefly reviewing the basic conditions responsible for the present confused situation in the packaging machinery industry.

In the first wild burst of placing orders for war materials, the officers who had been given the responsibility of procuring billions of dollars worth of material, dumped them into the laps of a dozen or so of the largest manufacturing corporations and gave them carte blanche to buy necessary machine tools and materials. This was quite natural. General Motors, Curtiss-Wright, U. S. Steel Corporation were well known. Except for a relatively few companies to whom we had been of service in a very specialized field, few knew of Horix or other of us smaller companies in the packaging field. Later, all packaging machinery makers were brought into the program, devoting the greater part of our manufacturing facilities to war work.

A limited amount of food processing machinery was made throughout the war, but not in an amount great enough to enable the industry to modernize and expand. Rigid material controls and quotas prevented less essential industries requiring packaging machinery, such as producers of pharmaceutical products, beverages, petroleum products, etc., from obtaining anything like the amount normally needed for replacement and plant modernization.

So much for immediate past history. Probably what is of particular interest to you are conditions existing at the present time.

On the favorable side there are the following:

1. To meet the insatiable demands of the war machine, all machinery manufacturers increased their production facilities, enlarged their manufacturing space, installed higher speed and more precision equipment capable of turning out parts faster.

2. Our machinists learned to work to closer tolerances, which means more perfect interchangeability of parts—in brief, better packaging machines, greater uniformity of product, higher quality.

*This article is made up of excerpts from a talk given recently before the American Management Association.



FRANK B. FAIRBANKS

3. The large backlog of orders has permitted running component parts in larger lots, and made it economical to invest more extensively in jigs and fixtures. In other words, the production of packaging machinery has emerged from the handicraft stage into relatively large scale production. I say relatively large scale because most of us packaging machinery manufacturers are still definitely in the class known as small business. Frankly, I doubt if the manufacture of packaging machinery will ever become really big business, because the needs of the customers whom we serve are so diverse that packaging machinery must be essentially custom made.

4. Manufacturing, overhead, and distribution costs are being scrutinized today as never before, under the spur of fixed ceiling prices and higher labor and material costs. While no one enjoys the immediate effects of a price squeeze, and I can assure you that the pressure is becoming almost unbearable, in the long run it will redound to the benefit of our customers because it is forcing the elimination of wasteful and careless methods which grew up during the war years, and is compelling the development of new and better production methods.

5. Materials such as bronze and stainless steel are again available, and so-called "victory models" are out. No customer need defer placing orders for fear that inferior materials will be employed. The trend toward use of alloy steel where corrosion resistant qualities are required has been greatly

accelerated. Facilities for production as well as fabrication of alloy steels were vastly increased during the war.

6. Last, but not least, among the favorable factors is the return of our former employees who served in the armed forces. These young men, in many cases, have not only learned new skills, which make them of greater value, but have been matured by their Army and Navy experience. It does one's heart good to see the spirit with which our returned veterans roll up their sleeves to tackle their civilian jobs.

As a result of the foregoing favorable factors, packaging machinery is currently being produced at a rate two to three times the pre-war production of our industry. While this may perhaps seem incredible to some of our customers, within the last few days I checked with a number of manufacturers of packaging machinery, and I am convinced that a figure for the overall production of two to three times the output of our industry before the war is very conservative. In many cases this is accomplished only by use of two shift operation, considerable overtime, and extensive subcontracting.

To look at the other side of the picture, there are many unfavorable factors contributing to slow and uncertain deliveries, among which are the following:

1. Many new employees have been and are still being trained. Key personnel, particularly engineers, supervisors, assemblers and service men, have been particularly difficult to obtain, and require extensive training. For many jobs, there is no substitute for experience.

2. During the war, practically all of our engineers were put on war work, to keep production rolling. That naturally interrupted the normal design and development of packaging machinery. Now that cost reduction has become a matter of life or death to the continued existence of our organization, much of the time of our most experienced engineers and executives must be devoted to cost analysis, and finding ways and means of cutting expenses.

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Progress On The "New Haven Road"

By LESLIE H. TYLER, *Special Representative*, New York, New Haven & Hartford Railroad

THE New Haven Railroad is planning aggressively to hold onto as much post-war traffic, both passenger and freight, as it possibly can in light of the expected keener and keener competition in the transportation field, recent announcements by the road reveal. During the war 97 per cent of all passenger transportation was handled by the railroads, and more than 90 per cent of all wartime freight and the roads propose to retain as much of this business as they can. The New Haven, to which both passenger and freight traffic are almost equally important (most roads derive the large bulk of their revenues from freight, while in 1945 New Haven's freight revenues were \$82,985,889 as compared to passenger revenues of \$76,577,206), is anxiously awaiting delivery of 180 new passenger cars ordered late in 1945, but which are suffering, as are so many other reconversion items, from the rash of strikes which has swept the country. Although it originally hoped for first deliveries by Fall, that now seems to be out of the question. New Haven officials are hoping, however, that these new cars will be available before new automobiles get off the assembly lines in real quantity, for they recognize the private automobile as their strongest competitor for passenger business. It will be a distinct advantage to the railroad if it can get passengers riding in the luxurious new cars before too many new automobiles are delivered.

Freightwise, the New Haven has

expanded its freight-soliciting organization considerably, has embarked on an intensified industrial development campaign, and has streamlined its entire organization with a view to aggressively merchandising its freight service. The New Haven Railroad now has a total of 36 traffic offices strategically located across the country, with more than a hundred representatives outside New England engaged in selling to the nation the industrial, recreational and port advantages of its territory. Their work is facilitated and supported by a staff of foreign traffic, industrial and recreational development experts in the headquarters office.

Said President Howard S. Palmer recently in a message to New Haven Railroad employees:

"We can be proud of the job we did during the war. . . . Now we must look to the future. We can't afford to coast on our reputation for wartime efficiency. . . . We have a fight on our hands—a fight to maintain our place in the post-war transportation world. The American public will travel more than ever before. Completion of reconversion will mean a tremendous volume of peacetime freight. But we shall have plenty of competition for this traffic. Competition from the air, where a great new industry is developing under wartime momentum; competition from the highways, where an auto-hungry public is preparing to rush onto the roads; competition from the water,

where coastwise ships have come back from the seven seas.

"On our side we have experience—a magnificent 'know-how.' We have a splendid reputation for dependability, for getting the job done on time. We have a great plant that will be improved all along the line as soon as new equipment becomes available. With aggressive selling, thoughtful planning, imaginative thinking and careful and meticulous service to our passengers and shippers, we can be sure of a happy and prosperous place in the transportation world of the future."

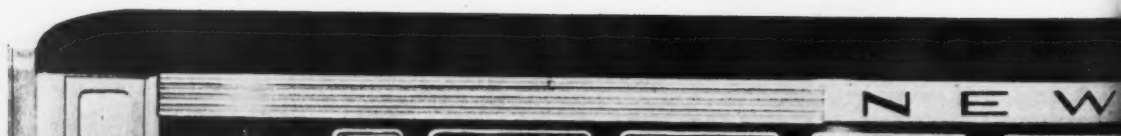
An item of great importance to The New Haven is its Diesel power. While there was a ban during the war on the building of any sort of passenger equipment, allocations of scarce materials were made for rail equipment designed to help the roads carry the huge quantities of war freight. So The New Haven was able not only to expand its ownership of freight cars, but also to purchase Diesel-electric locomotives. The company made purchases of this modern type of motive power to the extent that it now stands second in total number owned and third in total horsepower, with 60 road-haul locomotives and 109 switchers. Cannily enough, the New Haven executives, in their purchases of Diesel-electric power for hauling trains, pioneered by buying locomotives which were equally capable of hauling either freight or passenger trains. There still are only four other roads

(Continued on pages 12, 13 and 32)



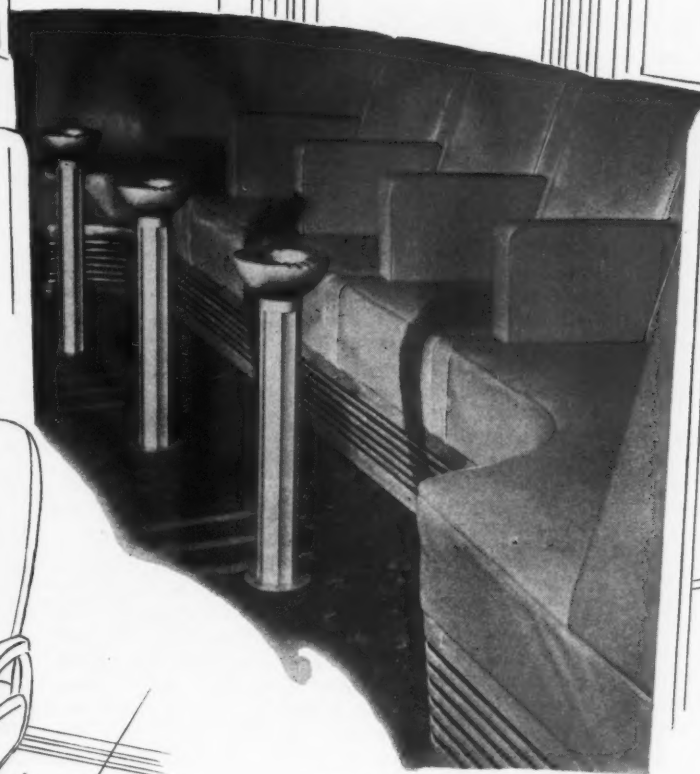


**FROM DRAWING BOARD
TO FINISHED CAR, new passenger
equipment on the "New Haven"
road will represent the latest de-
velopments in modern design**

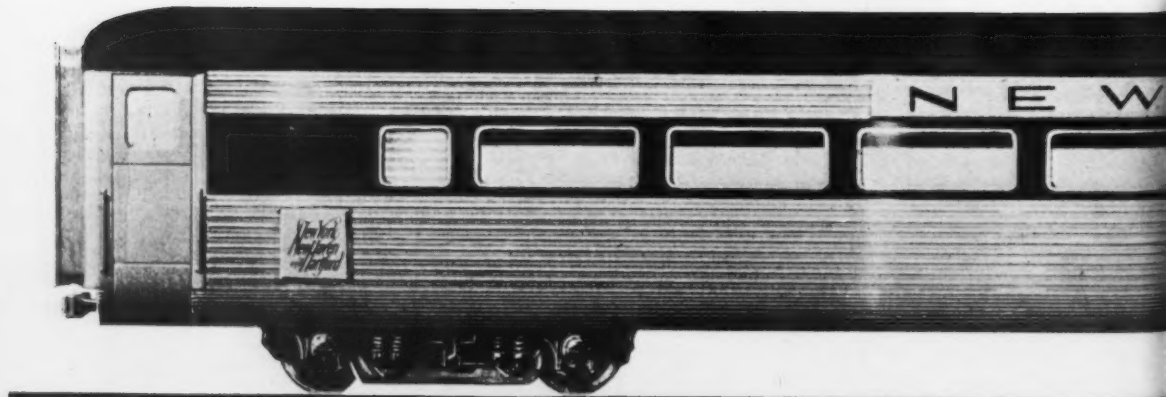


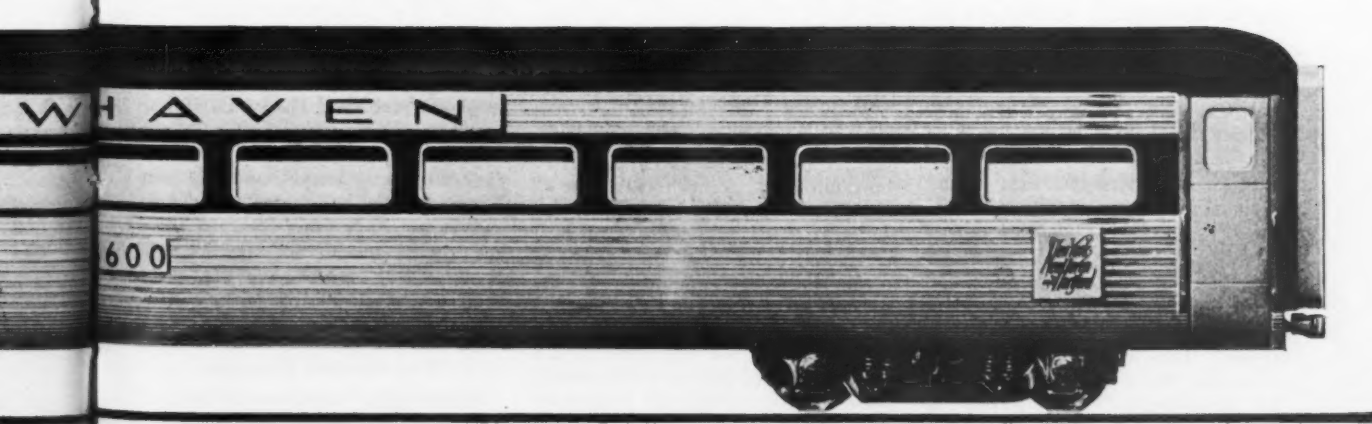
N E W

Passenger comfort was the first consideration in working out designs for reclining chairs for the new coaches and observation cars.



Final solution of the smoking problem that has troubled passengers and train crews alike for so long is expected to be presented by the plan for a separate smoking section in each of the new passenger cars. Both smoker and non-smoker are sure to be pleased with the new arrangement.





Personnel Management Comes of Age

By ELLSWORTH S. GRANT, Vice-President, The Allen Manufacturing Company, Hartford

AMID the agony of reconversion the several functions of management are being re-examined in the light of their dollar value under peacetime conditions, and none is receiving greater scrutiny than the most recent to achieve full recognition—namely, the personnel division.

Personnel management was born during a period of manpower shortage, World War I. Tomorrow's historians of industry may well contend that it came of age during a similar period, World War II. Let us hope that it will not perish because of a World War III that we can, by applying the recognized principles of human relations to dealings between groups and nations, start to prevent now.

In the face of the highest labor costs ever known and the alert competition of industrial areas outside New England, it is essential for Connecticut manufacturers of all sizes to take advantage of every modern means that management knows to raise efficiency. Since the obvious way lies in better machines and faster operations, management usually pays the greatest amount of attention to its engineering, methods and production departments. But opportunities for saving thousands of dollars are too often wasted through management's comparative neglect of the persons who operate the machines.

Through providing the conditions which enable workers to become reasonably satisfied and consequently efficient, it is possible to reap sizeable savings. Satisfied employees are those who have been carefully selected for employment, properly placed on a job and thoroughly adjusted to their work environment. In the last few years a number of techniques for getting employees to turn out more work, more accurately and more safely have been tried and proven under the direction of experienced personnel men having adequate authority.

The ballooning of payrolls during the war naturally made the personnel department a vital instrument much in demand that unfortunately attracted, as with all new and popular endeavors, those who could offer no permanent, sound service. Such quacks and incompetents only served to

alienate their bosses against personnel work. There are also certain managers who, in the name of efficiency, now feel inclined to emasculate the personnel function without objectively considering its performance. Others, though professing a strong belief in its essentiality, have the illusion that their executives and supervisors can handle it without benefit of a trained specialist.

There is plenty of encouraging evidence, however, that industry in general has been thoroughly sold on the long-range value of both having a personnel department with a staff head and placing the personnel function on the top level of organization alongside of its other basic associates. In many instances curtailing of personnel activities to get rid of excess, deadwood and frills is necessary; but the sound ones are being maintained and strengthened because they produce tangible results.

Personnel Departments a Must

In the recent issue of a leading industrial magazine a checkup of 750 "medium-sized" plants reveals that all consider a centralized personnel department with well-defined duties a managerial must, even for companies having only 200 employees. In the majority of reporting companies the personnel departments are carrying on the several related functions which have become accepted as fundamental. These include hiring, job evaluation,

wage and salary administration, union relations, employee information, personnel records, health and safety programs, special services like group insurance and recreation, and public relations. In about half of these plants employee training is handled by the personnel department and in the other half by some operating executive.

It is pertinent to inquire just why and how did World War II have such a tremendous impact on the field of personnel administration. Collective bargaining with unions, which is usually classified separately but headed by the same person, also underwent great change. The principal influences may be grouped as follows: the manpower shortage, demand for unprecedented production, patriotism, spread of unions, War Labor Board, and other government agencies and their regulations.

Although the scarcity of workers, and particularly skilled ones, imposed a severe strain on most firms, it also acted as an effective stimulus of their managerial ingenuity or "know-how." Numerous production and engineering feats have become public legend. Less well known, because less spectacular, were the achievements in personnel, such as the development and application of special, concentrated training programs for both supervisors and workers. This training was done on the job and off the job with the help, in many instances, of sound-slide films and movies.

Capitalizing on the intimate relationship between foreman and worker, the Training Within Industry section of the War Manpower Commission produced three ten-hour programs to increase supervisory skill in instructing, improving methods and handling employee problems. Thousands of war plants, in turn, prepared men to put these programs on for superintendents, foremen, group leaders, and the like. These and similar efforts resulted in shortening the learning time for green help, better production methods, the prevention or cure of shop grievances—all of which meant more output sooner.

War-Boomed Practices

Uncle Sam's inexhaustible demand



ELLSWORTH S. GRANT

for the weapons of war, without regard to cost but with insistence on high quality and rush delivery, naturally encouraged management to adopt any practice which might conceivably contribute to doing the job. Undoubtedly many would never have been considered otherwise. Among the personnel innovations on a wide scale were music to relieve monotony and fatigue, recreation rooms, cafeterias, rest periods.

To find out for what job an applicant was best fitted and to avoid the waste of misplacement, a lot of plants used aptitude tests. Procedures were devised to introduce and help orient the new employee to his job. Counseling, which tended to relieve the busy supervisor of dealing with relatively minor but burdensome problems, became extremely popular—sometimes to the detriment of the foreman's authority.

One that especially proved its worth was the establishing of adequate health and safety services. Management soon discovered that a rapid, unselective rise in employment also meant an alarming increase in accident and absentee rates and therefore higher operating costs. The reasons were a combination of untrained, sometimes indifferent workers and plant conditions which, especially to women, often seemed strange and uncomfortable.

Consequently, many companies set up medical departments staffed with registered nurses and full or part-time consulting physicians. Pre-placement exams were given new employees to make sure they could do the work assigned; those out sick had to be re-examined before returning to work, while the nurse might visit absent employees at their homes. In addition, safety directors were appointed to investigate the causes of accidents and to prevent their recurrence by installing mechanical guards and making employees safety-conscious.

Patriotism is a hard kind of force to define, but it did inspire managers and workers in a large number of plants to lay aside their differences and unite their efforts for the sake of a speedy victory. Some of the various means for increasing output and improving morale, like the elaborate rallies, amounted to little more than ballyhoo. Others, such as employee papers and labor-management committees, turned out to be powerful tools for building stronger employer-employee relations.

In some 5000 plants—in many for the first time—the men who produced and the men who managed could, through joint advisory committees, get together on common ground, without rancor, study the problems which both groups faced and frequently work out solutions together. Where the spirit on each side was willing, an atmosphere of friendly respect for one another was created, a vital bit of democracy brought inside the factory gates, a sense of mutual understanding and obligation—founded on the exchange of information—encouraged. Covering activities like suggestions, quality, safety, absenteeism, and recreation, these committees are being continued in peacetime by numerous companies.

The Effect of Labor and W.L.B.

The growth of unions to a membership of something over 14,000,000 at the war's end naturally compelled the companies involved to modify or add to their personnel policies and procedures either voluntarily or through negotiation. Likewise, in its position as compulsory arbiter of labor disputes and wage stabilizer, the War Labor Board made decisions that in one way or another affected every plant and industry and permanently changed the whole fabric of collective bargaining.

Out of union demands, management concessions and board directives evolved a standard pattern for conducting labor relations under wartime conditions. Some of this pattern was good, some bad. Few firms, for instance, could—or would want to—discard such prevailing policies as equal work; vacations with pay based on length of service; group insurance covering hospitalization and surgery; premium pay for night shifts.

In meeting wage controls personnel departments accelerated the use of job evaluation and wage incentive systems. To obtain wage adjustments, management had to make adequate analyses and descriptions of all its jobs from which consistent schedules of wage rates could be constructed. An equitable relationship was thus established between every kind of job in a plant. Along with job evaluation the technique of merit rating—making a periodic inventory of employee progress—was widely adopted. Where carefully introduced, incentive plans gave management more output per employee without increasing costs and the worker more take-home pay without greater physical effort.

Other government regulations, affecting employment, working hours, plant conditions, and the employee directly, imposed additional duties on the personnel department. New forms, up-to-date records and adequate statistics had to be provided. Most personnel departments offered advice and assistance in such matters as rationing, bonds, the withholding tax, and housing. Some of these miscellaneous services have been retained. Moreover, as a result of their diverse outside contacts with government agencies, unions, customers, and the community, many companies recognized the importance of a comprehensive public relations program and assigned this function to the personnel department.

Appraising Personnel Work

In determining the proper status of personnel administration today, it should be borne in mind that the majority of employee problems stem primarily from inadequate organization, including in that term the selection of supervisors. During the war personnel men devoted considerable time to organization planning, giving top management counsel on the proper delegation of authority and responsibility all along the line. In fact, personnel administration can be defined as the science of organizing and treating persons at work so that they can apply their capacities and interests to the fullest extent, thereby attaining maximum individual satisfaction and giving maximum service to the business.

It must be strongly emphasized that the handling of human relations cannot be departmentalized like sales or engineering. One department should be the source of information and advice, but the knowledge and use of human relations must be shared by every department and manager. The foreman is necessarily both a personnel and production man, while the personnel department exists to develop personnel policies and procedures and to see that they are interpreted and applied by management within the general framework.

We live in an age that unfortunately stresses the collective approach, security above freedom and the material side of living. Even so, management is discovering more and more that wages, hours and other working conditions are not always the most important elements in creating em-

(Continued on page 31)

NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

Front Cover



SUGGESTIVE OF LATE SUMMER with a slight tinge of autumn in the air is this bit of scenery, typical of the Nutmeg State with respect to the "grandfather" oak and pleasant pastures. More suggestive of earlier years, however, is the rail fence which has all but vanished from the Connecticut scene except in residential areas where their purpose is chiefly ornamental. Photo is by Josef Scaylea, well-known Connecticut camera man, and was taken on Route 14 near the Portland-East Hampton line.

FRANK H. LEE, JR., president of the Frank H. Lee Company, Danbury, was reelected president of the Connecticut Chamber of Commerce at the Chamber's 47th annual meeting held at the Hotel Bond on May 22. The 400 persons attending heard noted speakers from the fields of government, business and industry.

Representative Joseph E. Talbot of the 5th Congressional District, speaking at the evening session, advanced a long-range program for necessary expansion of public works throughout the state, designed to offer encouragement to war-born Connecticut industries and inducement for the establishment of new plants in the state. "Connecticut, for example, may require wider highways, newer buildings, better parking facilities, increased numbers of conveniently located airplane landing fields and other facilities that mark the up-to-date community," the congressman said, and he recommended that these measures should be promoted with a "financial program in which the state will share the cost with the community."

The incentive management system in industry, under which the worker becomes a member of "the team of management and men," was recommended by J. F. Lincoln, president of the Lincoln Electric Company, Cleveland, Ohio, as an important part of

the remedy which will cure the nation's economic ills.

"This country cannot continue the chaos of collective bargaining. That will mean the disappearance of our economy," Mr. Lincoln pointed out at the evening meeting. "There is no such thing as collective bargaining; there is merely the domination of labor and the collecting of anything that labor insists it wants from the consumer."

The author of "Lincoln's Incentive System," a study of the effective application of incentive management at the Lincoln Electric Company, offered that two solutions are apparent: one is dictatorship, the other is the return to job competition. He reflected that since we cannot demand, "we must make the worker a part of the team of management and men."

Jesse W. Randall, president of the Travelers Insurance Company, traced the interesting and colorful history of Hartford's insurance growth, and drew a uniquely clear picture of the relationship between nationwide economic trends and the insurance field.

The insurance executive predicted an "extraordinary growth" in several lines of insurance, "even though the recent labor difficulties have been so serious that our commercial convalescence may be slow." Mr. Randall revealed that people generally are increas-

ing their fire insurance because values of their homes, furniture and personal possessions, their factories, machinery and raw materials are increasing, and as the cost of living rises, they need more life insurance for protection of their families and investments.

Governor Baldwin opened the banquet meeting and Frederick A. Blackall, Jr., president of the New England Council, presided. Chamber officers reelected were: George L. Woodward, president of the National Bank of Norwalk, first vice-president; Calvin C. Bolles, vice-president of the Capitol National Bank and Trust Company, Hartford, treasurer; and Major Wayne R. Dickerson, executive vice-president and secretary for three years.

At the afternoon session the speakers were: Thurman Arnold, former

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THE LONG ROAD BACK

*A story of courage . . .
and a friend*

Everything went well as Harry Lassey made his usual nightly inspection . . . yes, the sand conveyor by the railway tracks was working all right . . . then, so suddenly that he doesn't know just how it happened, a rolling railway car bumped him. He fell . . . and 3 tons of steel crushed his legs. Skillful doctors saved his life, but both legs were amputated at the thigh.

Then a friend entered his life. Mrs. Kathryn Eubank, Liberty Mutual's rehabilitation nurse in Connecticut, asked the doctors if she might help Mr. Lassey on the long road back to useful, gainful employment and security. She certainly could! She went to work to eliminate the fears, prejudices and emotional disturbances that so often retard an injured man's recovery. She was the goodwill-liaison nurse between doctors and patient.

Mrs. Eubank drove him to Bridgeport and New York for rehabilitation advice and measurement for artificial limbs, and supervised his exercises after enlisting the proper Connecticut societies to train him for sedentary employment.

Here is a story of courage, perseverance and friendship — the courage and perseverance of 63-year old Mr. Lassey and his wife whose cheerful determination remains undampened — and the friendship of Mrs. Eubank, rehabilitation nurse, who will stand by the side of this family until they no longer need her help.

If one of your workers were badly injured, would you like to have someone like Mrs. Eubank working to save his self-respect and his earning capacity? Liberty Mutual, the largest writer of compensation insurance in Connecticut and nationwide, now has nurses throughout the country, actively working to rehabilitate the injured workers of our policyholders, allay their fears, restore their confidence, and help them back to earning a living. This is only one of the many services offered to Liberty Mutual policyholders. Why not share in



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assistant U. S. attorney general; Drew Pearson, columnist and radio commentator; Maxwell E. McDowell, Standard Oil Company, New Jersey; and Waldemar Kaampffert, science editor of the *New York Times*.

★ ★ ★

THE PIONEER PARACHUTE COMPANY, Manchester, was host recently to Henri Hegener, aviation authority from Amsterdam, Holland, who is making a tour of aviation plants in Connecticut.

Mr. Hegener, the first Hollander to make a parachute jump, back in 1919, examined the famous testing tower and modern testing equipment at the Pioneer plant.

★ ★ ★

A DIVIDEND OF \$1.50 per share on the capital stock of the Southern New England Telephone Company for the second quarter of 1946 was declared by the directors of the company recently.

The directors have also elected Robert J. Russell, Jr., of West Haven assistant secretary and assistant treasurer of the company.

★ ★ ★

THE SILEX COMPANY of Hartford has chosen Peoria, Illinois, for the launching of a market absorption study which is designed as a "continuing study to predetermine the normal post-boom capacity of consumers to absorb merchandise, especially durable goods."

Company officials have revealed that the test is being carried out by flooding Peoria with merchandise until supplies and demand have reached the saturation point, in order to observe the normal absorption capacity in relation to the inflated sales period.

The company has invited other manufacturers to participate in this fact-finding effort which is estimated to run at least two years.

★ ★ ★

TWO CONNECTICUT COMPANIES, Spencer Turbine Company of Hartford, and American Crucible Company, Shelton, participated in the exhibit of foundry equipment and materials staged in conjunction with the 50th anniversary convention of the American Foundrymen's Association in Cleveland, recently.

The Association is a worldwide technical society of the castings industry.

CONNECTICUT SHARES eleventh place with Maryland in the apparel industry field, according to statistics recently revealed in a report by the Civilian Production Administration.

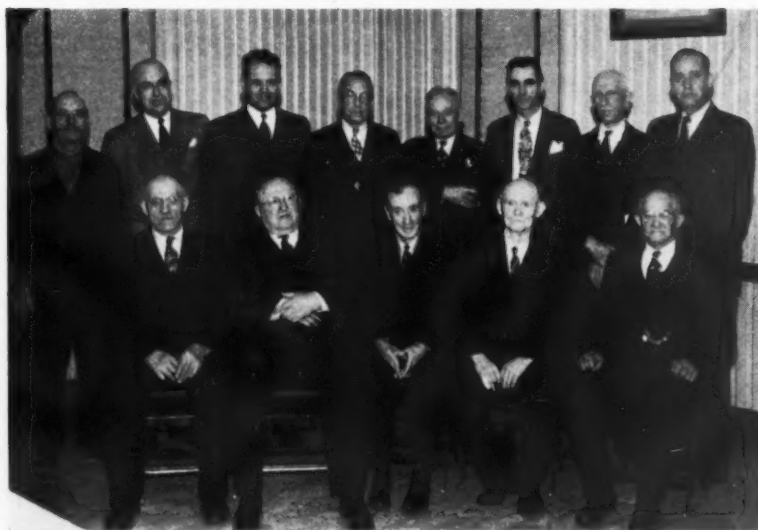
Connecticut's 27 garment manufacturing plants are engaged in the production of mainly women's and children's clothing.

New York City led the list with 2,318 of the 3,428 firms engaged in apparel manufacturing in the entire country, and California was second with 239 companies.

★ ★ ★

THE NEW HAVEN RAILROAD'S "vacationland service," comparable to that of pre-war days, has been put into effect with the addition of extra summer trains serving many of New England's vacation spots, including Cape Cod, Martha's Vineyard, points in Maine, Vermont and New Hampshire.

The well known summer trains that have been re-established by the New Haven for the 1946 summer season include the "Day Cape Codder" and "Neptune," to the Cape Cod area, the "East Wind" and "Bar Harbor Express" to Maine resorts, and the "Valley Express" and "Night White Mountain" to Connecticut River Valley points.



THE "OLD TIMERS" OF THE CHASE BRASS & COPPER COMPANY'S Waterbury plant were honored recently at "Old Timers' Night," observed by the Chase Foreman's Association. The group, which has served a total of 524 years, is pictured above: Front row, left to right, Andrew Anderson, retired, 57 years; Andrew Perrin, 53; James White, 57; Bernard Keegan, 66; John Anderson, 55. Back row, Frank Altieri, 28; Factory Manager Thomas H. Chamberlain; Factory Superintendent Robert W. Reinicke; Fred C. Smith, 45; William MacLean, 33; Edward J. Malfey, President, CFA; Adolph Recker, retired, 59, and Walter A. Jarvis, Metal Works Personnel Director.

In addition, schedules of some regular trains have been altered for the convenience of vacation travelers.

★ ★ ★

THE UNDERWOOD CORPORATION, through its vice-president and general sales manager, W. F. Arnold, has recently revealed the development of the first new postwar typewriter in the business machine industry.

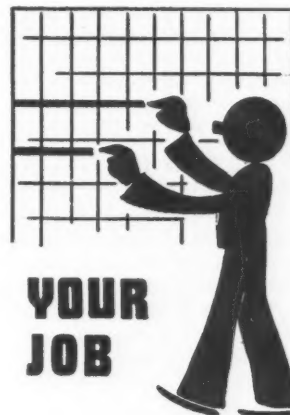
The new Underwood typewriter features "Rhythm Touch," provided through an accelerated typebar action; a new rhythm shift for high speed; positive changing between small and capital letters, and a new ribbon action.

According to Mr. Arnold, the first post-war model embodies more "functional changes than any typewriter introduced by Underwood since it pioneered visible writing fifty years ago."

★ ★ ★

LABOR'S DEMAND for increased wages was likened to the problem of giving pie to more people than there are pieces, by Hiland C. Batcheller, president of Alleghany Ludlum Steel Corporation, in arguing labor leaders' statements that still higher postwar purchasing power should come from

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profits. "To have more pie to divide . . . you must bake more pie. And you can't bake it with the oven fire out," Mr. Batcheller asserted.

He said that if all existing corporation profits, all dividends to investors and all incomes of \$25,000 or over were turned into employee wage accounts, "the total would hardly be enough to result in a 5 per cent wage increase across the board."

★ ★ ★

AS A PARTICIPANT in the American Town Meeting of the Air broadcast recently, Herman W. Steinkraus, president of the Bridgeport Brass Company, upheld the view of management in a debate-like discussion on the topic, "Are We Moving Towards a Government-Controlled Economy."

Mr. Steinkraus pointed to four "different roadsigns" leading to a government economy, and listed them as government control of the nation's finances, production and employment, prices and government use of propaganda. "The road signs indicate that we are going in the way of a government controlled economy and it is high time that we turn back in the course

our forefathers set 170 years ago," the brass company executive said.

Reflecting labor's thinking, Walter P. Reuther, president of the CIO Auto Workers, maintained that "much of the present unrest in our country stems from failure of Congress and the administration to give leadership in the transition of our economy from war to peace."

Senator Homer Ferguson (R-Mich.), and A. A. Berle, Jr., former diplomat, were the other participants in the broadcast.

★ ★ ★

THE STATE DEPARTMENT OF LABOR, Employment Security Division, looks for "a spurt" of manufacturing which could easily carry Connecticut employment above the levels prevailing during the last few months of the war, following the settlement of the rail and coal strikes.

Employment figures for April, recently compiled by the state labor department, indicated a general rise in total employment over March, with the fields of agriculture, manufacturing, construction, and transportation represented.

Total weekly payrolls in Connecticut manufacturing rose 12.5 per cent during April from the March level, and was reported as the largest single rise since such statistics have been compiled by the department.

★ ★ ★

ALEXIS DOSTER, vice-president, secretary and a director of the Torrington Manufacturing Company, resigned effective June 1 to engage in business for himself, according to an announcement by John P. Elton, president of the company.

Mr. Doster joined the Torrington firm after serving with the Navy and British and United States Air Forces during the first World War. In 1930 he took over the Air Impeller Division of the company, and under his supervision that division was expanded three and one-half times and employment was substantially increased.

★ ★ ★

EMPLOYEES who have been with the Belding-Heminway Corticelli company or its predecessor companies con-



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tinuously for a quarter century or more, will become charter members of the new 25 Year Club being inaugurated this year by the company.

J. P. Armstrong, president of the firm, revealed that the veteran employees will be honored each year at a dinner, when a gold service pin will be awarded, and that each member of the club will be given one extra week's vacation as long as that member is on the payroll.

The founding of the club is another one of Belding's strides in its progressive employee relations policy, which already includes an Employees' Association, The Belding Clubhouse for employees and an annual outing.

★ ★ ★

ASHLAND COMPANY employees of Jewett City are proud of their safety record which has won for them an award of the Liberty Mutual Life Insurance Company for exemplary accomplishments in accident prevention.

The award, which is the insurance company's highest, takes the form of a special banner, and is soon to be presented to the plant by a Liberty representative.

Ashland's accident frequency record has averaged around four per cent since June, 1944, placing the company among the four Connecticut plants eligible to receive the safety award.

★ ★ ★

THE SUPER "52," a two-way communication system, produced by Airadio, Incorporated, of Stamford, has been approved for installation in the All American ENSIGN, a new light, all metal monoplane, now in manufacture by All American Aircraft, Long Beach, California.

The Stamford company's communications equipment is adapted for use between control tower and plane, radio range flying and interphone between passengers and pilot. According to Airadio officials, the weight of the complete equipment-receiver, transmitter and power supply is slightly over 10 pounds, and may easily be installed in any type aircraft.

★ ★ ★

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the consumer importance of their Safety Fuse and Primacord-Bickford Detonating Fuse products to the attention of their employees and thus impress upon them the importance of quality workmanship.

As part of the campaign, colorful booklets containing reproductions of typical sales messages used during 1945 in national business publications were distributed to each employee at his home.

In a front cover message, the workers learned of the principal industrial markets for the results of their production, and the management explained that the booklet was designed to show "what Safety Fuse and Primacord offer to a user—why people buy them in preference to other products for setting off blasts—and why we must all work together every moment of the day to make sure our products live up to the claims made for them."

The advertisements reprinted were of an effective series built around photographs of mine and construction scenes in which the company's products are featured in actual use.

★ ★ ★

J. F. DOOLAN, for many years operating assistant to vice-president Robert L. Pearson of the New Haven Railroad, has recently been appointed assistant to the trustees of Old Colony Railroad Company, according to an announcement by Howard S. Palmer, New Haven president.

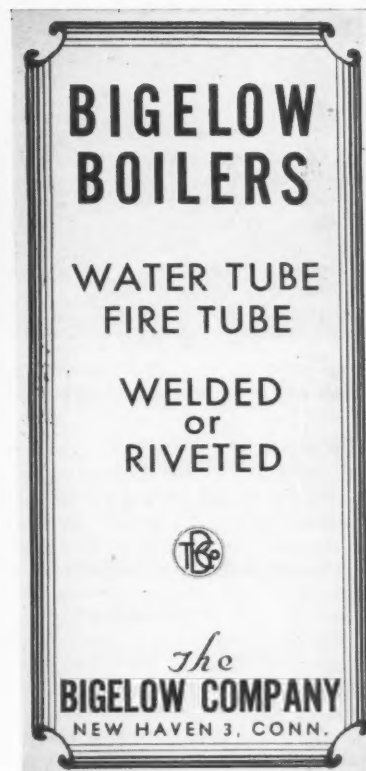
Mr. Doolan's headquarters will be at South Station, Boston.

★ ★ ★

SEVERAL NEW PERSONNEL changes in the operating department of the New Haven Railroad have been announced by vice-president Robert L. Pearson. Dean F. Willey has been promoted to assistant vice-president from his present post as assistant general manager. Mr. Willey has been in the service of the railroad for 26 years.

E. P. Perry, manager of personnel, has been appointed assistant vice-president in charge of personnel and Stanley F. Mackay has been elevated to the post of general manager. Mr. Perry began his service with the New Haven Railroad in 1903 as bill clerk and has held the personnel position since 1942.

Mr. Mackay has been with the company since 1904, and immediately prior to his promotion served as manager of transportation.



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IMPROVED WORKER ATTITUDE
AND
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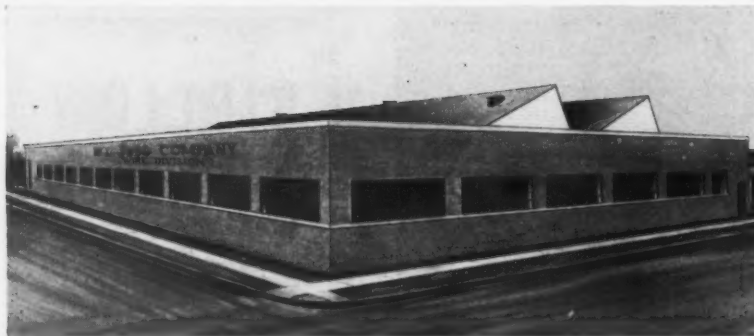
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R. H. WINSLOW & ASSOCIATES

Engineers - Consultants

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HARTFORD 3, CONN.



THE NEW H. L. JUDD COMPANY plant in Wallingford, where the firm's wire goods production will be concentrated.

GEORGE M. JEFFERY, president of the H. L. Judd Company, Inc., manufacturers of drapery fixtures and house-furnishing hardware, predicted a fifty per cent increase in wire goods production and delivery with the completion of the company's new wire goods factory in Wallingford.

Concentration of this phase of the firm's operations in the new plant, which covers 45,000 square feet, will effect a stepped-up production schedule for other Judd products, under a progressive production policy termed by President Jeffery as "streamlined."

★ ★ ★

WILBUR C. STAUBLE, one of the founders of the Holo-Krome Screw Corporation, was recently elected a director of the Whitney Chain and Manufacturing Company.

Mr. Stauble has served Holo-Krome as sales manager, secretary and is now vice-president of that corporation.

JOHN T. CHIDSEY of Bristol, former chairman of the board of Veeder-Root, Inc., died recently at his winter home in Sarasota, Florida.

Before his retirement from business several years ago, he purchased and expanded C. J. Root Company of Bristol which he served as secretary, treasurer and general manager. The company was merged, in 1928, with the Veeder Manufacturing Company, and Mr. Chidsey became president and later chairman of the board.

He leaves a brother, Charles H. Chidsey, and two sisters, Miss Winifred Chidsey and Mrs. Herbert Roberts.

★ ★ ★

DWIGHT G. PHELPS, for 44 years associated with Colt's Patent Fire Arms Manufacturing Company of Hartford, recently resigned as vice-president and a director.

Mr. Phelps joined the company in

1902 and served as firearms salesman, sales manager, and in 1924 was transferred to the electrical division. In 1937 he was appointed divisional vice-president of that phase of the firm's operations, and in 1941 was awarded the James H. McGraw award for Electrical Men for outstanding contribution to the electrical industry.

It was revealed by Mr. Phelps that his plans for the future include primarily a long rest. He is active in civic affairs and serves as chairman of the board of Junior Achievement in addition to being closely identified with Hillyer Junior College.

★ ★ ★

"ONE YEAR AFTER VE-DAY, And Where Are We," was the theme of an address by Henry W. Jones, Jr., president of the American Tube Bending Company, New Haven, before the 30th annual meeting of the National Conference Board in New York recently.

Mr. Jones, who is Connecticut state chairman of the New England Council, chided industry and government alike for the general flavor of apathy surrounding the "selling jobs" which need so to be accomplished before "we as a nation can enjoy real prosperity."

The New Haven executive observed that the government's selling job must be aimed at correcting the feeling of apprehension, resentment, distrust and fear apparent among businessmen which is slowing the progress toward a prosperous economy.

Mr. Jones also pointed out management's role in the creation of better industrial relations: "If we distrust

MACHINE DESIGN

SPECIAL MACHINERY, TOOLS AND EQUIPMENT

WESTCOTT & MAPES, INC., NEW HAVEN

government and are really irked by its red tape and sometimes unfriendly attitude, let us also realize that management has a selling job to do, one of the biggest ever tackled—and that we must employ our best sales techniques, all the facts we can muster, full knowledge of our own particular situation and complete candor."

Mr. Jones recalled that manufacturers have earned the reputation of opposing legislation directed at improving working conditions with regard to child labor, women in factories and workmen's compensation—thus participating in a phase of the history of industrial relations about which it dare not be proud.

"Yet there is no thinking manufacturer today," Mr. Jones said, "who does not realize that the maintenance of good working conditions and the elimination of industrial accidents reduces his costs, increases his quality, builds morale, and generally is the best kind of good business."

★ ★ ★

ALFRED C. FULLER, president of the Manufacturers' Association of Connecticut, Inc., and chairman of the board of directors of The Fuller Brush Company, is among the 53 newly elected trustees of the Committee for Economic Development, as announced by Paul G. Hoffman, chairman of the committee. W. Gibson Carey, Jr., president of The Yale & Towne Manufacturing Company, Stamford, is among the 26 reelected trustees.

Mr. Hoffman revealed that this increase in the membership of the board is a preliminary step in the reoriented CED program which includes intensifying and accelerating research on

problems bearing on the maintenance of high levels of production, distribution and employment.

To accomplish this objective, Chairman Hoffman pointed out, a Research Division has been created for the study of: special problems of small business; the problems of wage price policy; and government monetary and fiscal policies. In addition, the research group is seeking the answer to the question, "What can and should a government of a free people do to promote national prosperity?" Ralph E. Flanders, chairman of the board, The Jones and Lamson Machine Company, Springfield, Vermont, is chairman of the Research and Policy Committee.

★ ★ ★

THE AGE OF HELICOPTERS

for commercial use has arrived, according to Bernard L. Whelan, general manager of Sikorsky Aircraft, who announced recently that eight four-place S-51 models have already been purchased and will be used for mining surveys, air ambulance and air taxi service and package delivery.

Mr. Whelan said that the S-51 is a commercial modification of the Army R-5 Sikorsky design which broke all helicopter records for altitude, speed and load carrying performance recently, and that an Approved Type Certificate from the Civil Aeronautics Authority has already been received on the new model.

★ ★ ★

THE TOWN OF FALLS VILLAGE, in Litchfield County, was chosen as the destination of the first "Hobby Train" to be scheduled by the New Haven Railroad since the



EIGHT OF THESE MODEL S-51 HELICOPTERS have already been purchased for commercial use. Produced by Sikorsky Aircraft Division, United Aircraft Corporation, the world's first four-place commercial helicopter, has been licensed for passenger transportation by Civil Aeronautics Authority.

Director's Tables in Solid Walnut

by
DOTEN-DUNTON

120 X 48 — 96 X 42

**Distiniquished
Chairs to Match**

BARNEY'S of Hartford
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line of heavy and reagent chemi-
cals. Call us for immediate de-
livery at no extra cost.

APOTHECARIES HALL CO.

Established 1849
Waterbury, Connecticut

war called a halt to Sunday excursions devoted to fun and relaxation.

The first train was called the "Camera-Cycle-Foldboat" train, and was run on June 16. The schedule calls for a full day of recreation, with facilities aboard for breakfast, lunch, dinner and box lunches.

Cyclists, boaters and hikers are required to furnish their own equipment which will be carried in baggage cars free of charge.

For those who planned to boat down the Housatonic River to Kent, or cycle along the river bank to Cornwall or Cornwall Bridge, additional stops were scheduled at those points on the return trip to Grand Central Station to pick up those hobbyists.

★ ★ ★

SCOVILL MANUFACTURING Company of Waterbury has recently mailed a new employee manual to all workers in both the Main and Waterville plants. Its title: "Scovill, You and Your Job."

The manual is designed to acquaint employees with the regulations and procedures in force, and contains varied information on the firm's oper-

ating policies with regard to employees.

In a letter accompanying the manual, President L. P. Sperry said, "I know that a careful reading of its pages will give you a sounder understanding of your company and how you fit into it, whether you are one of the newest employees or one of our many veteran employees in whose many years of loyal service we take so much pride."

★ ★ ★

THE ALARM CLOCK with a "pleasant voice" is among the new Sentinel line of clocks and watches now being produced by The E. Ingraham Company of Bristol.

The new type electric alarm, called the Lyric, is possessed of a "1-2-3 alarm" feature which rings one, two and three soft-toned bell sequences until shut off. The clock is slightly over four inches high, with die-cast silver plated case, silver finished dial with legible black numerals.

Company officials have revealed that other items in the new Sentinel line of moderately priced watches, spring wound and electric clocks will soon be in production at the Ingraham plant.



THE "LYRIC," a new type electric alarm now being produced by the E. Ingraham Company of Bristol—the alarm clock with a "pleasant voice."

★ ★ ★

DONALD M. FINCKE, formerly assistant works manager at the Underwood Corporation in Hartford, has joined the staff of M. H. Rhodes, Inc., as vice-president and factory manager.

Mr. Fincke began his industrial

CASTINGS



NON-FERROUS SAND-CENTRIFUGAL PERMANENT MOLD

Heat Treating

Experienced engineering talent . . . modern pattern shop manned by skilled craftsmen. These two factors are responsible for the perfection of castings produced by HAMPDEN.

Physical, chemical and X-Ray control are assurance of the high quality of HAMPDEN products from raw metal to the finished part.

PATTERN SHOP WOOD and METAL COMPLETE LABORATORY



HB

INC. 1903

HAMPDEN BRASS & ALUMINUM CO.
SPRINGFIELD 1, MASS.

career with the American Machine and Foundry Company, following his graduation from the Stevens Institute of Technology.

★ ★ ★

THE "OPEN HOUSE" celebration at the A. C. Gilbert Company in New Haven recently, was a well-rounded day of recreation, entertainment and refreshments, enjoyed by more than 1,600 guests.

A. C. Gilbert, president of the company, welcomed the visitors over the public address system, and plant supervisors acted as guides, conducting the groups through each of the departments where the various types of work performed were explained by foremen and their co-workers.

In the firm's new Hall of Science Display Room, the guests viewed toys, electrical appliances and train products on display.

★ ★ ★

AT THE ANNUAL MEETING of the Industrial Advertising and Marketing Council held in Hartford recently, Donald Buckwell of the advertising department of the Stanley Works in New Britain, was elected president of the council, which is made up of industrial advertising men in Western New England.

Mr. Buckwell, who succeeds E. V. Heery of Rockbestos Products Corp., New Haven, was also awarded a tro-

phy as the member who had done most during the last year to advance the organization.

Other new officers elected at the meeting: John E. Reed, H. B. Smith Company, Westfield, first vice-president; Francis L. Quinlan, Fafnir Bearing Company, New Britain, second vice-president; Miss Edith Wootton, Wiremold Company, Elmwood, secretary-treasurer.

★ ★ ★

THE ANNUAL SPRING meeting of the Middlesex County Manufacturers' Association was held at the Pease House in Saybrook on May 23, and was combined with a shad dinner at which 36 members and 75 guests were present.

Walter M. Megronigle of the Fred Eldean Organization, New York, the featured speaker, brought to the meeting an interesting insight on the need for industry to cultivate good public relations as a vital part of sales programs.

Other speakers at the meeting at which Vice-President Ernest I. Schwarz presided: Norris W. Ford, executive vice-president of The Manufacturers' Association of Connecticut; Murray Carter, State Department of Education, Veteran Training Program; Major Raymond Wamester, Chief, Middletown Veterans Service; Lieut. J. Fitzgerald, Field Representative, Veterans Reemployment Commission, and



VISITORS AT THE A. C. GILBERT CO. "Open House" celebration being shown through the electrical appliance department, where manufacturing operations were explained by members of the production staff. 1600 guests attended the "open house."

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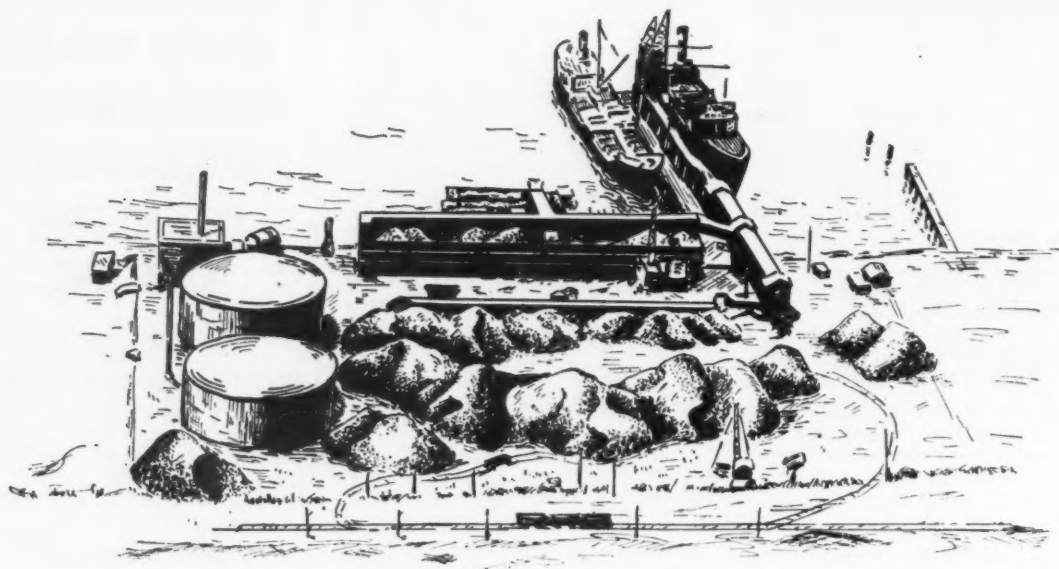
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ELIMINATE FUEL STORAGE PROBLEMS

You need have no worry about fuel storage when you use our almost unlimited capacities for storing bituminous coal and industrial fuel oil.

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T. A. D. JONES & COMPANY, Inc.
BRIDGEPORT • NEW HAVEN
CONNECTICUT

E. LeRoy Brainerd, manager of the Middletown United States Employment Service office.

★ ★ ★

CONTINUED HARMONY reigns between management and union at Veeder-Root, Inc., Hartford, with the signing of a one-year contract covering nearly 1,000 production and maintenance employees of the company.

The new agreement, according to Attorney Harold Murphy, representing the company, provides for an increase of over five per cent, in addition to a 15 per cent increase effective last December; covers seniority and vacation questions; contains a management prerogative clause setting forth the major rights of the company and established a "streamlined" grievance procedure for speedy settlement of controversies arising during the life of the contract.

★ ★ ★

THE CONNECTICUT PATENT Law Association, a new organization composed of lawyers engaged in the practice of patent law, and registered patent attorneys or patent agents, has recently been formed for the purpose of "providing a channel for concerted effort of its members in connection with matters touching upon patent, trade mark or copyright laws and practices, and such other matters as may properly concern the welfare, honor and dignity of the profession and the best interests of the public it serves."

To form the association, 41 attorneys and agents, representing most of the individuals and firms practicing patent law in Connecticut, met on June 4 and the following officers were elected: President, C. H. Just of the U. S. Time Corporation, Waterbury; vice-president, J. E. Archer of Stamford, and secretary-treasurer, C. C. Allyn of the Trumbull Electric Manufacturing Company, Plainville.

In his announcement of the formation of the group, Mr. Allyn revealed that since Connecticut produces more inventions per capita than any other state in the union, the Association hopes to reflect the opinion not only of the Patent Bar in Connecticut, but also the views of Connecticut industrial concerns and individuals whom the members serve.

★ ★ ★

THE SECURITY of a steady "year-round" job at good wages is the type

COPPER BRAZING CAN CUT YOUR PRODUCTION COSTS WITHOUT LOWERING THE QUALITY OF YOUR PRODUCT.

Strong assemblies are now made by brazing together stampings and screw machine parts, thereby eliminating castings and costly machine work.

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ELECTRIC HYDROGEN FURNACES

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Connecticut's Largest Copper Brazing Plant

Leaders in Our Line ... BECAUSE WE **SPECIALIZE!**

"Engineered" Drinking Water

Service for Industry on

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24 Hour Maintenance Service Throughout New England

BOSTON	PORTLAND	BRIDGEPORT	WORCESTER	NEW HAVEN
WATERBURY	SPRINGFIELD	HARTFORD	PROVIDENCE	

of security sought by the average American worker—rather than a synthetic sort which might be offered by the government, according to Ira Mosher, chairman of the board of the National Association of Manufacturers, as he addressed the Chicago Industrial Conference recently.

Mr. Mosher advocated that manufacturers should undertake to provide steady employment for workers, and in the face of necessary shut-downs and cut-backs in industry, should be prepared to carry workers through such periods.

"Continuous employment," the NAM head said, "is the most deadly weapon we can ever forge against the subversive forces which would tear down our productive economy and destroy our form of government."

★ ★ ★

IN AN ITEM appearing on pages 19 and 20 of the June issue of *Connecticut Industry*, it was stated that the Waterbury Buckle Company was a part of the Waterbury Companies, Inc. This statement, as taken from a newspaper clipping, has since proved to be in error, since the Waterbury

Buckle Company has no connection with the Waterbury Companies, Inc., it being engaged in an entirely different type of manufacture.

★ ★ ★

PRESIDENT RAYMOND PAYNE, of the Hartford Chapter, National Association of Cost Accountants, recently announced the following committee assignments for members of that chapter for the current year:

Employment, Richard T. Horner, Pratt and Whitney Aircraft; chapter news, William Pretto, Royal Typewriter; meetings, Charles F. Margeison, Henry and Wright Manufacturing Company; member attendance, Robert L. Tetro, E. Ingraham Company; membership, George P. Haas, Hayden Manufacturing Company; program, Shirley H. Kimmens, Billings and Spencer Company; publication, A. Stanley Harmon, Hadfield, Rothwell, Soule and Coates; publicity, Louis Graham, Fuller Brush Company; special activities, John Rainford, Veeder-Root, Inc.

Vice-president George McCarthy of the New Britain Machine Company will be in charge of the Stevenson

trophy competition, employment, publications, program and special activities and Vice-president Philip J. Montel will have overall charge of the discussion group, chapter news, meetings, attendance, membership and publicity.

The Challenge to Business Leadership

(Continued from page 5)

As I write, the battle for a new price control measure is being waged all over again. If we are again placed under government price controls, no more workable than the last, we are faced with a continuation of the inflationary spiral as well as the danger that government controls will become a permanent fixed habit in the national economic pattern, which will ultimately stifle private initiative.

On the other hand, if government price controls on manufactured products are not re-enacted, as they should not be, the management of industry

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Quality

Grinding Machine Base

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The successful blend of skill, experience and advanced arc-cutting and welding techniques has resulted in the production of superior products . . . top-grade quality products at a saving of time and money. Leaders in the modern development of steel plate fabrication, we are daily producing a myriad of industrial weldments . . . all economic quality products. Write today and you'll soon see for yourself that A&S Steel Plate Fabrication guarantees an economical quality product.



STEEL PLATE FABRICATION

AVERY and SAUL Co.

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and of distributive business organizations must accept the challenge to educate the public to the necessity of many price increases while they work out lower production and distribution costs by means of improved technology, employee training, and incentives. If management fails to accept wholeheartedly this obligation to assert a wise leadership, which has continued to expand American living standards since the early pioneer days, then the public, under the impact of continuing higher prices and price control propaganda, will demand new and more drastic controls under which no free economy can exist.

It's a grim picture—this business of rekindling a sense of personal responsibility from its present low state to the point where it will rebuild the cooperation and self-restraint needed to hold fast to our hard-won freedoms. However, it is a feat that has been performed again and again in every national emergency to make our way of life the outstanding accomplishment in history. It can and will be done again if the industrial and business leaders of Connecticut and the nation will extend their energies to the degree which has won national and international acclaim in every other crisis.

Personnel Management Comes of Age

(Continued from page 15)

Employee satisfaction. The worker has social and psychological, as well as economic, needs. Above all else, he craves the human touch in his place of work. Instead of a gear in a machine, he wants to be a member of a team with confidence in the captain, understanding of the rules and pride in the purpose. In return, management expects that the worker, to hold his rights, will assume his measure of responsibility by producing and cooperating to the utmost.

For the future of personnel administration, then, the following trends can be seen: more decentralizing of managerial functions, with smaller plants and departments; more attention to picking leaders for both their human and technical knowledge; more stress on the individual worker's obligations as well as his rights; improved personnel techniques, especially in the selection, placement and adjustment

of employees; study of ways to strengthen the lines of human communication between worker and manager and bring them closer together.

Managers seek good employee relations, not because they are particularly sentimental or idealistic, but because they—together with all others of good will and good sense—know that peace is more profitable than war. That is why they see the practical need for having human engineers to design and apply constantly improved personnel tools for keeping the men and women in their plants at peak efficiency.

The Packaging Situation

(Continued from page 10)

3. Due to the tremendous pent-up demand for industrial equipment, every manufacturer is flooded with inquiries from all over the world. Our engineering and sales departments are taxed to the utmost in trying to handle these inquiries correctly. Due to the unusual length of time that must elapse between the receipt of the order and delivery, under existing conditions, there are an abnormal number of follow-up letters to be answered.

4. While in general the packaging machinery manufacturing industry has had few work stoppages among its own personnel, severe shortages have been caused by the strikes in the steel and electrical industries, the effect of which will rise to plague us for many months to come.

5. Castings, fractional horsepower motors, conveyor chain and certain steels are now very scarce. In fact, the procurement of many such items is now more difficult than it ever has been.

6. Sudden increases in costs, particularly labor, have pushed through too rigid OPA ceilings, with the inevitable result that components formerly purchased are no longer being manufactured. For the same reason, packaging machinery manufacturers have been forced to discontinue certain models which are too unprofitable. For example, take some item which has a very specialized field of application, and the volume of which is relatively insignificant. The quantity built depends entirely upon the needs of the industry in which it is used; a price increase of 10 or 20% would mean practically nothing to the few purchasers; a decrease in price of even 90% would probably not increase the number sold sufficiently to appreciably lower the manufacturing cost. Such items must be temporarily discontinued in order to concentrate on items which can be made in greater quantity.

7. In order to increase production, manufacturers must produce machines of the same type in lots, thus permitting component parts to be made in larger quantities and complete machines to be assembled in groups. If a customer's order happens to be the first of a new group and consequently delayed until a sufficient number are booked, it may require longer to deliver than if orders for all types of equipment were made in the sequence booked, but obviously, from an over-

Advertising and Industrial Photography

Commercial, direct color and illustrative photographs arranged at our studio or your plant.



James Pickands II 87 Orange Street
New Haven 10, Conn.

all standpoint, hodge podge production of parts and assembly of individual machines would decrease production, increase manufacturing costs and ultimately entail higher prices to purchasers.

There is a tremendous unfilled demand for up-to-date packaging equipment, due to:

First, the pent-up demand of four years' war which prevented the normal rate of manufacture;

Second, depreciation of existing machinery, in many cases operating two or three shifts without adequate maintenance;

Third, increasing labor costs which make it necessary for many industries formerly employing considerable hand labor or semi-automatic machines to install fully automatic equipment, if they are going to stay in business.

New Designs

It is always good fun to peer into a crystal ball. I should probably be tempted to forecast some automatic devices that would equal if not top those shown in such detail in the Sunday newspaper supplements if I could be sure that some practical-minded production man would not bring me

down to earth by asking just when this new equipment is going to be ready for delivery. It is tough enough to answer questions about delivery when they apply to standard machines on order.

Of course, our engineers have many new ideas for improved equipment—some roughly sketched out and some already on the drafting boards. Higher speed, more completely automatic machines to do things better, are the very basis of our business. No progressive machinery manufacturer will ever be satisfied to sit back and say that he has attained ultimate perfection. Improvements making for greater efficiency, higher continuous production, fewer and shorter shut-downs have already been made, and will continue to be introduced. But do not look for revolutionary changes for a long time to come. It takes many months to plan a brand new machine, build a working model, try it out in a customer's plant under actual operating conditions, eliminate the bugs that always show up, design the parts for efficient full scale production, make jigs and fixtures, procure the material, and place it on the market. Frankly, at present practically no packaging

machinery manufacturers have the executive, engineering or production personnel available to devote extensively to such a program.

Summary

To summarize the present situation, while production of packaging machinery has been multiplied many fold, the backlog of orders on manufacturers' books has increased faster than deliveries. The latest available figures on food processing equipment from the Civilian Production Administration show an increase in unfilled orders amounting to 160% above those on December 31, 1944. This backlog represents about fifteen months work at present rate of delivery. It is doubtful if deliveries will improve for some months to come. In fact, they will probably become worse before they get better on account of delays in delivery of components.

Let me emphasize again, that the packaging machinery industry not only reconverted rapidly but is making every effort to meet your needs. To do so more successfully, we need your continued cooperation. We suggest that you do not place orders simply to get them on the books. On the other hand, if you contemplate modernization and plant expansion, place orders well in advance with complete specifications, sample containers and material for test, if required, etc. Until details are clarified, special components cannot be ordered or parts fabricated, or assembly definitely scheduled.

With your continued help and sympathetic understanding of our problems, the ingenuity of our engineers and production men, backed by the intense desire of top management to serve you efficiently and promptly, we will successfully overcome our present problems.

Progress on the New Haven Road

(Continued from page 13)

which have this type of motive power, and between them they have less than half as many such engines as the New Haven owns alone.

This emphasis on modernization of the New Haven's motive power was of inestimable value to The New Haven during the recent coal crises. When the Office of Defense Trans-

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Waste Paper, Rags, New Cotton Cuttings—
All Grades

Service is important. Let us serve you.

Discard obsolete forms, tabulating cards
and correspondence files.

Confidential records and papers destroyed.

Most waste material has a definite value.
Our service may create a new revenue for
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NEW HAVEN
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I. HERSHMAN & CO., INC.
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THE A. C. LOVELAND CO.
340 NO. FRONT ST.
HARTFORD

CONTINUE YOUR CONSERVATION PROGRAM



portation ordered all railroads of the country to curtail their operation of steam locomotives in passenger service by 25 per cent by May 10, and by 50 per cent by May 15 (the latter order being rescinded before the actual effective date) the New Haven, by re-arrangement of its Diesel power, and because of its extensive electrification between New York and New Haven, was able to achieve this curtailment without lopping off a single train from its regular passenger schedules. In fact, the road went the O.D.T. one better and by the May 10 date already had slashed its passenger steam locomotive mileage by better than fifty per cent without depriving its passengers of a single regularly scheduled train. Thus, while other roads were having to indulge in extensive slashes and rearrangements of passenger schedules, Connecticut and Southern New England, served by The New Haven, were saved this inconvenience—due to alert management which had thoroughly modernized the road's motive power.

As to the \$13,500,000 worth of new passenger cars which have been ordered, railroad officials say that to see them will be to want to ride in them. They will have silvery corrugated metal exteriors, accented by a horizontal band of hunter green at window height. Glareless and shadowless fluorescent lighting, designed by The New Haven Railroad's own engineering staff will make the interiors extremely attractive. Passengers will get drinking water from electrically-cooled fountains in place of the orthodox ice-cooled tanks.

Seating arrangements will provide another radical departure from present construction. In addition to 64 roomier individual reclining seats with foot-rests, each coach will have a smoking lounge with 14 seats, separated from the rest of the car by a glass partition. For the parlor and lounge cars, the

seats are luxurious reclining chairs which have been enthusiastically approved by hundreds of people—tall, short, thin and fat—who sat in them for test purposes, and who proclaim them the most comfortable chairs they ever sat in, according to railroad officials.

The new cars will incorporate further improvements in the wide, clear-view windows which have proved so popular. In addition to the present double-pane dehydrated window sash which prevents fogging or misting of the glass—in which the New Haven has pioneered for the past ten years—in the new cars the interior pane will be of safety glass and the exterior pane

of Solar-Plex glass which repels the sun's heat rays, eliminating heat discomfort from radiation of the sun's rays at the window seats. Improved toilet facilities are also an important item of the new cars.

Of the 180 new cars, one hundred will be coaches, ten dining cars, fifteen grill cars, and the remainder will consist of several types of ultra-modern lounge, parlor and observation cars.

"Our entire approach to this problem of post-war equipment," commented Mr. Palmer, "has been dictated by the reactions of our passengers. During several years of experimentation with various types of 'mock-ups' in our Readville shops, we were constantly striving to perfect the car features desired by the majority of travelers. We are very proud of the result and believe that we have achieved a group of designs that will insure greater convenience and comfort and dependability for our riders. And along with this streamlining of equipment, we also expect to offer other advanced features in travel service that should make travel by rail to and from New England more attractive and more popular than ever before."

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INDUSTRIAL Relations — Law

By FREDRICK WATERHOUSE

Counsel

SOME of the activities of the National Labor Relations Board may be substantially curtailed or definitely modified by virtue of the appeal and review authority now given the courts under the recently enacted Administration Procedure Act. Ever since the passage of the National Labor Relations Act, the Board and its hearings officers have appeared to make decisions, usually unfavorable to the employer, on little or no evidence. Many cases have been appealed to the courts wherein it has been rather forcefully demonstrated that the evidence on which the Board acted was certainly anything but substantial. It was also apparent that obviously unreliable oral testimony was accepted if it tended to support the claim of the union representatives. This tendency on the part of the examiners and the Board, and the impossibility of securing a fair analysis by the courts of such testimony, has been one of the chief complaints of those compelled to submit to such partial hearings and findings.

Whether it will accomplish its purpose, Section 10e of the Administrative Procedure Act establishes certain fundamental guideposts giving the courts authority and even directing them to revise or set aside the action of any agency "unsupported by substantial evidence." The discussions on the floor of the Senate dealing with the effect this provision might have on Federal agencies, and in particular the Labor Relations Board, indicate that it is the intention of the Senate to bring such rulings and findings within the power of the court to revise. Heretofore the courts have often felt constrained to criticize the findings and clearly indicate they should be set aside, but have felt helpless under the restrictive review permitted by the National Labor Relations Act. The courts have generally held that if there was any evidence, regardless of its substantial nature or obvious inaccuracy, they were powerless to interfere with the finding of the Board. The Administrative Procedure Act now requires that there must be some-

thing more and it frees the court from the shackles previously imposed. Whether the courts will accept this responsibility and to what extent is problematical, but there is now a basis in the law for definite improvement and it is hoped that such improvement will not be long in arriving.

Of course, another indirect advantage is the realization by the hearing officers and the National Labor Relations Board that its findings are open to closer scrutiny and it is quite possible we may be fortunate enough to find that there are hereafter no such findings or rulings made unless substantial evidence has been produced to support them.

★ ★ ★

THE SETTLEMENT BY ARBITRATION of grievances arising from the interpretation or application of an alleged violation of a labor agreement, and the inclusion of such clauses in union contracts, arouses interest in the history of arbitration in general within the state of Connecticut. It appears that the idea and spirit of arbitration were fostered and flourished in the Colony of Connecticut from its earliest times. It may be that economy of procedure was the motivating factor in a recommendation of the General Court of the Colony of Connecticut which was proclaimed in 1644 to the effect that "Whereas some question hath arisen concerning unnecessary tryalls by jury and found by experience that some such suits might be prevented if arbitrations were attended in a more private way, accord-

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ing to the nature of the differences, which is recommended by the court to all the Towns of this government." Whatever the primary motive, the recommendation was apparently well received by the colonists and the idea was adopted by New Haven Colony which did not join the Colony of Connecticut until 1665. Nevertheless the courts of New Haven Colony also recommended that "it were better if they could 'issue it' by some friends in a private way, especially where it

was a 'darke case' or the business hath many questions in it."

The panel idea, or the appointment by each of the parties of one or more representatives to act as arbitrators, seems to have been the popular method, and of course both parties agreed to abide by the decision. Such an agreement was ordinarily entered into by written document or in open court, and when this was done, the court issued execution on the award as though it were a judgment.

The town records of New Haven contain many examples of the submission of disputes to arbitration. Although they cover innumerable subjects, the general method of submission or the records of such submission are typified by the following example:

"Mr. Goodanhouse declared that he hath suffered much loss in his cattell by William Wooden (his farmer's) neglect, not providing hey sufficient for them; and this yeare he gott men to viewe the hey he hath provided and their is not enough by a great deale, but he sells the hey away, and starves the cattell. The Court desired to see the covenants, which being read it appeared William had no libertie to sell hey. Some difference also aboute the fence, who should sette it in re-paire. The Court considering the case would have many questions in it; advised them to agree it by arbytration. They both declared themselves free and willing, and chose their arbytrators: William Wooden chose William Bradly, and Mr. Goodanhouse chose Mr. Cooper; and gave them power in case they differed to chuse an umpier; and they both promised before the Court to stand to their award."

The arbitrators appointed by the parties were always given in the records and although it was customary for each person to choose one arbitrator, there are a number of instances in which each party chose two arbitrators with the provision in all instances that the arbitrators "if they cannot end it themselves" are to choose an "umpier."

There are also records indicating that in 1663 Connecticut and Rhode Island arbitrated a boundary dispute and that in 1667 three arbitrators were appointed by the General Court of Connecticut "to view and consider ye difference between New Haven and Milford respecting their bounds, and to present their opinion to the General Assembly in May Next."

In the Eighteenth Century, arbitration continued as a method of settling disputes, and although there was a period during which it was felt the hearings should be conducted without attorneys, it was later felt that lawyers were of assistance and they were welcomed. Orderly procedure requires a certain amount of regulation and definite standards which are helpful in processing arbitration procedures, being careful to preserve the informal nature of the hearing and to discourage quibbling over technicalities.

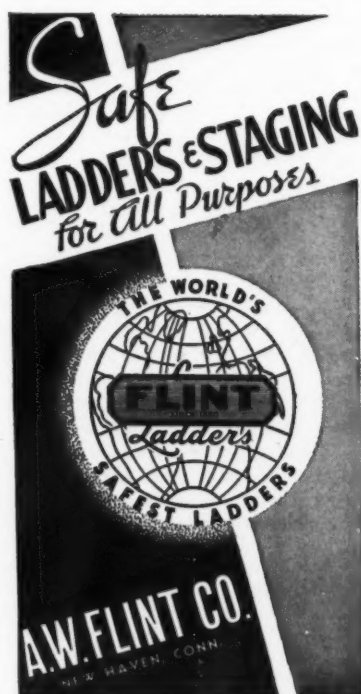
Although the modern statute in this state dealing with arbitration was passed in 1929, the legislative sanction and encouragement to arbitration dates back to the first statute on the subject passed by the Colonial General Court in 1753. The essential characteristics of this original statute are preserved and the settlement of matters by arbitration is still encouraged.

The modern statutes dealing with arbitration procedure make any written agreement to settle a controversy by arbitration a valid, irrevocable and enforceable contract in the same manner as all other contracts. The court is given jurisdiction to appoint an arbitrator under such a contract or agreement and may carry out the award by judicial decree. The desirability of speedy determination of any subject is emphasized in the statutory limitation of 60 days which is given to the arbitrators within which to render their decision. Unless an award is made within 60 days of the date the arbitrators are empowered to act, it has no legal effect unless the parties expressly extend the time in writing. The award may be set aside for certain substantial irregularities, but in general it will not be disturbed if the arbitrators acted properly and in accordance with the submission.

It is significant that since the earliest times the submission to arbitration of a dispute or grievance has always been attended by a definite statement of the facts involved and a limitation of the questions to be decided by the arbitrator. Compulsory arbitration has never been favored and cannot be found any place in our records. These two features may well be preserved and when agreeing to arbitration, either in a labor agreement or otherwise, care should be taken to specify the matters to be arbitrated and the extent of the powers of the arbitrators.

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EMPLOYMENT NOTES

By JOHN P. AHERN

Executive Assistant

ANNOUNCEMENT of the formation of the Training Within Industry Foundation on a private subscription and fee basis indicates that the record of accomplishment of a wartime agency enabled it to recon-vert into a peacetime organization. T. W. I. helped industrial management face and meet problems of a scope never before encountered, when new products had to be in production overnight, and new as well as older employees had to be trained just as swiftly. This type of training was considered as a proper government service during wartime but its termination at the end of the war was planned from the beginning. However, many industrial executives soon realized the need to continue work in supervisory and managerial training which had increased in acceptance and had taken a more practical turn due to the catalytic of war.

Prime objectives of the Foundation are to (1) Develop the means of assuring the daily use of the skills of instruction, of improving work procedures, of working with people, and of identifying production problems involving people and meeting these problems through training, (2) Evolve techniques for the selection and development of supervisory and managerial personnel, and (3) Disseminate, through publications and group meetings, new and improved techniques, and the means for assuring their continuing use.

The Foundation cannot service, of course, all of industry, but it is serving as a spearhead in the movement of instructing employees how to do work the way it is supposed to be done, of getting supervisors to improve their own work procedures, of maintaining good working relationships, and of meeting everyday operating problems involving people. These are skills of supervision learned only

through practice. The Foundation is prepared to guide this practice through institutes.

T. W. I. programs are not conference discussions, but are a device to get supervisors at all levels to use established patterns of operation. This is accomplished not through discussion but through drill and practice sessions. The leader is not so much a conference leader as he is a coach or instructor. A better analogy is that of a football coach who conducts blackboard demonstration to establish the patterns of play and then takes his men on the field and drills them. T. W. I. at present has three standardized patterns, namely, (1) how to instruct, (2) how to improve methods of procedure, (3) how to lead people in their behavior. These patterns are fundamental and merely provide a method of thinking and acting. They do not provide answers to problems but leave that wholly to the men concerned.

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CONNECTICUT INDUSTRY traditionally has been aware of the value of in-plant training in both the fields of skills and of democratic attitude. It is admirably suited because of the preponderance of small-sized companies, to carry on a type of democratic cooperative training through the conference method. One larger Bridgeport company has been doing it privately and successfully for the last four years. The fundamental machinery of such a program is the cooperative analysis of a company's policies and practices in the light of its problems and needs. This analysis is made for top management by selected subordinate executives and supervisors from every department in the company. Frequently it is conducted independently of the daily operation

of the plant and complete democracy reigns over all chosen to participate. The conference is not to be construed as a vehicle for the airing of differences or grievances but should serve more to obtain a clear picture of what lesser executives and supervisors are thinking and what they advise.

If the conference is held in a larger company and the committee is too large, it may become unwieldy. In this case, the committee selected would be split up into subcommittees or groups who would come in with reports to the main committee. These committees may well conform to the various levels of operation, each supervisor leading his own staff from general manager to the lowest group. The reports would be concerned with such general type of problems as personnel policies and attitudes necessary today, putting personnel policies and practices into effective operation, merit rating, promotions and transfers, employment policies and practices, training and education programs, employee services, discipline, grievance machinery, wage rates and classifications, management control, and follow-up, all this from a policy viewpoint, and not the handling of those cases which frequently require union participation.

The above type of supervisory training is different from training in such matters as the daily routine and functions of the supervisor, i. e., discipline, training methods, etc., in that the former is the background of education and the latter detail of performance. The conference method loosens those participating from their past habits of thinking and operation. It helps the supervisor to examine himself and furnishes a test of his ability to apply the knowledge he has acquired to improving the efficiency and teamwork of the whole company as well as his own personal effectiveness on the job. It should be pointed out here that the person selected to direct the conference program should be carefully chosen, possibly from the outside, but not necessarily, although it is a full time job in a company of any size. Most of the departmental conferences are actually run by the department heads.

Where the cooperative or conference discussion method achieves the result of enabling managers to "see themselves as others see them," it cannot help but get the company training program off to a good start.



FEDERAL LEGISLATION

C. L. EYANSON
Secretary

Stock Bonus, Pension, Profit Sharing, Annuity and Welfare Funds

INQUIRIES received by the Association arising, perhaps, out of the publicity which was given to the Lewis demands in the coal strike, indicate considerable concern over the tax aspects of stock bonus, pension, profit sharing, welfare and annuity plans. At the outset it should be understood that no industry can afford to formulate, much less put into effect, any plan without consultation with the Commissioner of Internal Revenue and without approval of his office.

Section 23(p) of the Internal Revenue Code as it was amended by the Revenue Act of 1942 permits an employer making a contribution, from his profits, to any sort of a trust which is covered by section 165(a) to deduct as an operating expense up to 15% of the compensation of the participating employees in any given year. Furthermore, the section provides that the amount set aside for employees is not to be reported as income until the time it has been distributed to employees.

One aspect of the provisions of section 23(p) and section 165 requires scrutiny. Since the wording of these sections became law in 1942 all attempts at what is considered proper interpretation by taxpayers have failed. Consequently, it is to be hoped that when the Ways and Means Committee of the House and the Senate Finance Committee finally get down to the drafting of a new revenue act, to replace the 1942 "quickie," changes will be made.

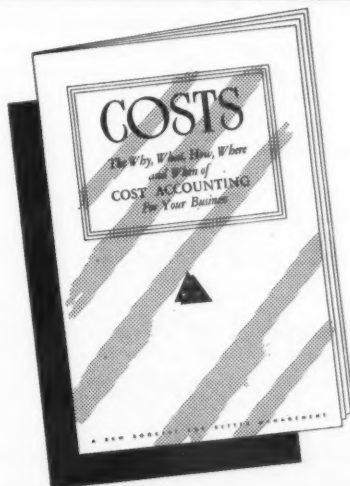
After the passage of the 1942 act, the Commissioner of Internal Revenue issued his regulations which in the opinion of many set up requirements which were in conflict with the provi-

sions of 165. These regulations withheld approval of pension funds unintegrated with the Social Security Act.

The subcommittee of the Senate Finance Committee which drafted the law had in mind, we are assured by members of that Committee, that pen-

sion trusts, for instance, which covered employees receiving more than \$3,000 per year were valid provided they did not discriminate as among employees. The differences of opinion which were the outgrowth of the Commissioner's regulations flared up in many instances through the years 1943 and 1944. However, demands for basic amendment of the law for clarification purposes brought no response from the Congress and no change of opinion on the part of the Commissioner. Consequently, as indicated, we must await the revision of the revenue act which will probably take place at the next session of Congress. Temporary relief was extended until June 30, 1945. It was the desire of the Senate to continue this extension but the House conferees refused to go along with the idea.

It is quite evident that the intent of sections 23(p) and 165 were designed to prevent tax evasion but, as has been frequently the case with so many departments of the government in recent years, the Commissioner has



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based his regulations not so much upon the intent of the sections but upon his own ideas of social welfare and equality.

To most students of taxation there seems to be no sound reason why pension funds and allied types of trusts should be integrated with the Social Security Act. We do not conceive this act as the keystone of either our social or tax system for, while it was widely heralded as the institution which would put an end to alms houses and give independence as a matter of right to those who arrive at a certain age, it has been subject to many demands for liberalization. That the act will be materially liberalized and constantly changed in the future is a foregone conclusion.

The present Social Security Act sets up a \$3,000 dividing line which for no reason at all has assumed in the minds of various governmental administrators the status of a dividing line for class groups. In other words, by the stipulation of this amount the government indicates that it has a very special interest in all persons earning less than \$3,000 per year. By demanding integration of welfare funds and the like with Social Security, the Commissioner has in his regulations said in effect that since the government has this special interest in the under \$3,000 group, no company may

treat any person earning over \$3,000 more liberally than the government treats its special wards.

The majority of well-informed persons who have given these particular sections thought see no soundness in such a position. Furthermore, they argue, and we think successfully, that compulsory integration can cause nothing but confusion. We know that the Social Security Act is subject to frequent amendment. Even now it is being proposed that the \$3,000 figure be increased to \$3,600. Demands also include increase in benefits and extension of coverage. Some of these proposed amendments will unquestionably be incorporated in the law in the comparatively near future. This would mean, if the integration idea should prevail, that every time the Social Security Act is amended, plans would have to be changed to conform with the regulations and the law. However, it is quite certain that the integration idea will be projected unless those who believe the idea unsound make their beliefs known to the Senate and House committees when the new revenue act is in process of being drafted.

Some Aspects of the Lewis Fund

In its wisdom the government of the United States as represented by the President granted to John L. Lewis, after it had taken over the soft coal

mines, his demand for the creation of a welfare fund to be made up of "royalty" monies contributed by the mine owners. This fund is to be used as insurance against illness, occupational hazards, death and other hardships. It will be interesting to see whether or not the funds contributed can be deducted since any employee receiving any of the benefits would pay no income tax on such benefit.

At this writing, it does not appear that the government would be willing to lose the revenue on such funds for the Byrd amendment has not as yet been seriously considered. This amendment proposes, very wisely, that the purposes of the fund shall be very definitely limited to recognized benefits to the miners. It carefully sets forth the character and size of benefits and confines payments to medical and hospital care, pensions, payment for injury or illness arising out of employment, life insurance, disability and accident insurance.

Clearly there is need for a very careful study of the tax law as it pertains to welfare funds of all kinds. The Joint Committee on Internal Revenue Taxation ought to begin a study now so that when 1947 rolls around and the new tax bill is being formulated, the committee will be in a position to make sound recommendations for the handling of this important matter.

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EXPORT NEWS

By RICHARD F. AMES

Export Manager

CONNECTICUT exporters following world affairs and with keen interest in the Australian market are cognizant of the Australian Commonwealth's emergence as a Pacific power. In this role she is assured of Britain's assistance. In fact she already speaks as the voice of the British Foreign Office in Pacific affairs. On the Allied Control Council in Tokyo Britain is represented by an Australian. Commanding British occupation forces in the Pacific is an Australian. And there have been predictions that Singapore will become subordinate to Australia as the center of the United Kingdom's Far Eastern defenses. We are all familiar with the stature of Herbert V. Evatt, Minister of External Affairs in his United Nations activities.

Industrial expansion through the war years has been rapid down under, and perhaps provides the key to Australia's increased importance. She stands well to assume Japan's prewar role as the industrial leader of the Far East. Steel production is running close to 2 million tons a year—an output which has doubled between 1936 and 1944.

Australia can now export some of her production, but with local automobile interests planning to compete heavily with British and American cars, together with other industrial demands for steel, most of the production will be utilized in the home market.

While in Connecticut our exporters have sometimes experienced delays in obtaining the necessary authority to import into Australia, and not discounting Britain's intention to export heavily there, manufacturers can nevertheless look forward to considerably expanded trade with our Australian neighbors. Her increased industrial activity will result in demands

for more consumer as well as capital and other industrial goods.

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ONE OF THE BEST publications seen recently which provides specific knowledge on the ins and outs of exporting and importing is "A Handbook of International Trade"—one hundred pages of authoritative material contributed by numerous experts in the international field of trade, and compiled by the Committee for Economic Development. Primarily this handbook is divided into two parts, plus an index. Part one deals with export for the manufacturer. Part two deals with import for the manufacturer, wholesaler, distributor and retailer. Each of these two parts is treated in a succession of steps expressed with clear thought and understandable English. It may be purchased for 50¢ direct from the Committee for Economic Development, 285 Madison Avenue, New York 17, N. Y.

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IF WE WERE TO USE this department's column this month to list only the Connecticut industrial concerns which have demonstrated to themselves the necessity for spending "hard cash" to train field personnel to sell and maintain and repair their products in order to compete in the domestic market, it is doubtful that this space would be sufficient. Such a program, expanded to encompass some of the foreign markets where we are competing with other highly-industrialized exporting nations would be no less spectacular of results.

Some of you who have seriously considered such action will undoubtedly want to get the facts underlying a program of this nature whereby Latin Americans can be trained here in Connecticut and return to their native

countries fortified with new skills and imbued with a keen appreciation for Connecticut enterprise. Spark-plugging this program is James C. Meem, manager of the Inter-American Department of the Industrial Training Administration, Inc., who recently visited Hartford and outlined the set up to the Manufacturers Association and the Connecticut Development Commission.

ITA, starting as a government agency in 1940, and becoming a non-profit corporate enterprise in 1943, has awarded Inter-American Trade Scholarships to nearly 1,000 selected candidates from Latin American republics. Selection is accomplished in the respective countries by a three-man panel whose chairman is an American businessman and resident there, the others members being nationals of the country, one of whom must possess a good technical background.

Qualified candidates are brought to the United States by the ITA which undertakes all arrangements for the trip. In addition the ITA is careful that each young man is provided orientation which includes English review if this is necessary.

Under this program it is possible for qualified young men of the other American republics to obtain practical training and experience with United States concerns which will enable them to acquire some of our know-how toward improving their own country's economy, thereby contributing to the better understanding and cooperation between the American nations.

When a young man is placed for training with an industrial concern, he receives, in lieu of compensation, a living allowance. The only requirement is that it be a sum sufficient to maintain a modest standard of living. This amount varies between \$100 and \$180 a month, depending upon the type of industry and its location, the average being \$150 a month. The Treasury Department has ruled that amounts paid to young men in Trainee Status do not constitute compensation for labor or personal services and, therefore, are not subject to income or employment taxes. At the same time these amounts constitute compensation for ordinary and necessary expenses connected with the business of the training concerns and, accordingly, are deductible from gross in-

(Continued on page 44)

PURCHASING NOTES

Contributed by the Purchasing Agents Association
of Connecticut, Inc.

LEAD — IS THE SHORTAGE REAL OR ARTIFICIAL*?

In 1939, the year before American industry began to key up to a war economy, the lead smelter production in the U. S. was 404,277 metric tons, or 24% of total world production. Our exports of 74,392 short tons of lead was balanced by imports of lead content ores, so that production and consumption were about equal. Ten months before the war started in Europe the Lead Producers Association agreed on a 10% reduction in output in order to keep the world lead situation in balance and to stabilize the price. Within three years after this agreement the war industries of the U. S. were calling for a million tons of lead or three times the production of 1938. Then began a shortage that is still growing more acute.

The industrial uses of lead really began in about 1880. The new electrical industry brought demands for increasingly larger quantities, and the use of lead in paints became widespread. More recently another new use, tetraethyl lead, and an expanding chemical industry is making large demands for lead for acid lined tanks, pipes, etc.

* From a report to N.A.P.A. by George Stuart Brady.

About half the lead used is unrecoverable and lost forever, as in paint pigments, tetraethyl lead,terne plate, insecticide, foil and collapsible tubes, etc. In all these dissipative uses there are substitutes for lead and industry is well aware of the possible substitutes, but will make no changes as long as lead is a cheap metal. Lead is one of the scarce metals of the world. Its occurrence is only about 25% that of copper. Conservation is made seemingly impossible as long as the Government encourages dissipative uses by holding the price down to approximately that of the year 1880. Lead is being made a cheap metal artificially by the payment of premiums. To maintain the low ceiling price the Government paid 17.5 million dollars in production premiums in 1945. This has the false effect of making lead appear as a low-cost metal, and does not permit it to take its proper competitive place with other materials. In 1945 with consumption at 1,160,000 tons our production dropped to 385,000 tons. 1946 estimated requirements are set at 1,150,000 tons with even less production than in 1945, which means that about 760,000 tons must be obtained from imports and from secondary lead. Probable imports have been placed at 120,000 tons which

leaves a probable 1946 shortage of 450,000 tons. Thus after five years of price fixing and allocations the lead situation is the most unbalanced in our history.

It is obvious that, as demand increases in a free market and the supply decreases, prices will normally go up, and technical men will develop substitutes, or they will change methods in order to decrease or eliminate the use of the material. Then the price settles to a point where the material balances its use with other competitive materials. This basic principles of materials economics has apparently been ignored. It would thus appear that, by holding down the price the Government is actually holding back technical progress. It is well known in the petroleum industry that if the price of lead were allowed to rise to where it belongs, the new gasolines developed during the war would give the lead-charged fuels such competition that the increasing dissipation of lead metal for fuel purposes would be checked.

As long as industry is willing to take tax money to maintain the selling price, and as long as the Government continues to make lead a cheap metal by paying bonuses, there will be little incentive to develop new production processes or competitive materials.

★ ★ ★

BUYERS' STRIKE AHEAD: Are we headed for a buyers' strike? There are many sound reasons for expecting that the buyers' strike may come in the not too distant future. One of the reasons set forth is the fact that the long and costly strikes this country has seen and undoubtedly will continue to see, has and will seriously reduce the buying power of a large sector of the laborers. It would seem, however, that the effect of this would be limited to a few localities and would not be widespread.

There is reported a growing tendency to wait a while longer in the expectation that more desirable goods will shortly appear on the market. We are all shocked and resentful at the prices being asked for shoddy and inferior goods now being offered. Many items that were classed as scarce are now appearing in increasing volume, and production in many lines is expected to surpass prewar output by autumn. It is felt that competition

(Continued on page 44)

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ACCOUNTING HINTS

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DURING those days when reconversion was so generally the topic of thought for accountants and businessmen, the opinion was held in many quarters that, with the enormous pent-up demand for all kinds of commodities and services, and with the consequent likelihood of a peacetime production boom such as had not been seen before, the need for a return to effective cost control after the War might not be so urgent as to tax unduly the accountant's ability to meet it.

A great deal of thought was given to internal reconversion of machinery and methods to peacetime pursuits, but few people fully evaluated the enormous job of feeding and reconstruction we would be called upon to support in war-torn Europe, the scope of the labor problems which have beset us since V-J Day, and, for these and other reasons, the shortages of materials which have hampered our return to full production.

The fact is, that with labor and material cost increases on the one hand, and price control and material shortages on the other, the businessman has been faced with problems requiring the "belt tightening" technique which was found necessary in those dark business years prior to 1940.

The point to all this is that the efficient control of costs and expenditures is of vital concern today. It may be platitudinous to state that costs are valueless unless timely, but the truth of this statement is being so obviously demonstrated now as to warrant a repetition. Many concerns have faced, and are facing, an extremely difficult problem in bringing cost standards for peacetime production up to date to reflect improved or changed manufacturing methods, material substitutions, and increased labor and material costs. Big as this

job is, however, it would seem wise also to make a review of the entire cost system, with flexibility in the prompt reflection of changes in end product unit costs as the particular goal. Only the most flexible cost system can meet adequately the present day demands of management for up-to-date and projected cost information to use as a guide in the complex period through which we are now passing.

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EQUALLY AS IMPORTANT as the control and timely reporting of direct costs, is the control of expenses. As soon as the "squeeze" between rising costs and controlled prices became apparent, many companies subjected their office costs and methods to a searching scrutiny. The fact that general, administrative, and service department expenses had grown disproportionately high, was a matter of grave concern. As a result, much thought has been given to improvement of office methods and reduction in the cost of handling "paper work."

As an illustration of the possibilities in this regard, a system which some companies have found to be an

improvement over former methods involves the use of the liquid process duplicating system in entering orders and billing. This method appears to be most useful when several copies of orders and invoices are required for use within the organization, and particularly when partial shipments against individual orders are made, requiring a "back ordering" procedure.

Briefly, the system involves the typing of information from the customer's order onto a "Master Order" form. When the order is initially copied on the "Master" form, only such information as is common to both order and invoice is transcribed. This means such items as Date order entered, customer's name and address, quantities and description of items ordered, and possibly prices. No extensions of sales value are made at this point. As many copies of the order as are required are duplicated from the "Master" and distributed.

When a shipment is made on an order, a so-called "strip" is prepared for the order on which it is necessary to type only the quantity shipped, sales value extension, and, if a partial shipment, the quantity still to be shipped.

By positioning this "strip" with the original "Master" form in the duplicating machine, it is possible to run off invoices in as many copies as may be required. Similarly, by merely altering the position of the "strip" in relation to the original "Master" form in the duplicating machine, a "back order" can be prepared in as many copies as required.

The main advantages of this method appear to be the elimination of work involved in copy typing and checking common information from orders to invoices and to back orders, the elimination of errors in transcribing such

(Continued on page 44)



BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

IN May the index of general business activity in Connecticut advanced 3 percentage points to an estimated 36% above normal. With the exception of freight shipments, all components of the index reached new high levels for the year. Factory employment and manhours both increased for the third consecutive month as labor troubles were further reduced and postwar production continued to improve. Freight shipments, although hampered temporarily by the two-day strike in rail transportation, were only slightly below the tonnage of the previous month. Cotton mill activity continued to range within a few percentage points of normal, as has been the case each month since the first of the year. Construction activity rose for the eleventh consecutive month as large numbers of contracts were placed for both residential and non-residential building. With the exception of the war years the general business index

is now higher than at any other time in its twenty-six year history. Now that most major national and local labor disputes have been settled, Connecticut industry seems to be in the most favorable position since the return to a peacetime economy.

The May index of manhours worked in Connecticut factories rose to 57% above normal which is 33 percentage points above the postwar low recorded in December and only 23 points below the index of the last full war month of July 1945. Whereas the decline in manhours from July to December was the result of reductions in both employment and average hours worked per employee, the increase since the first of the year is accounted for almost entirely through greater employment with average hours worked remaining substantially unchanged.

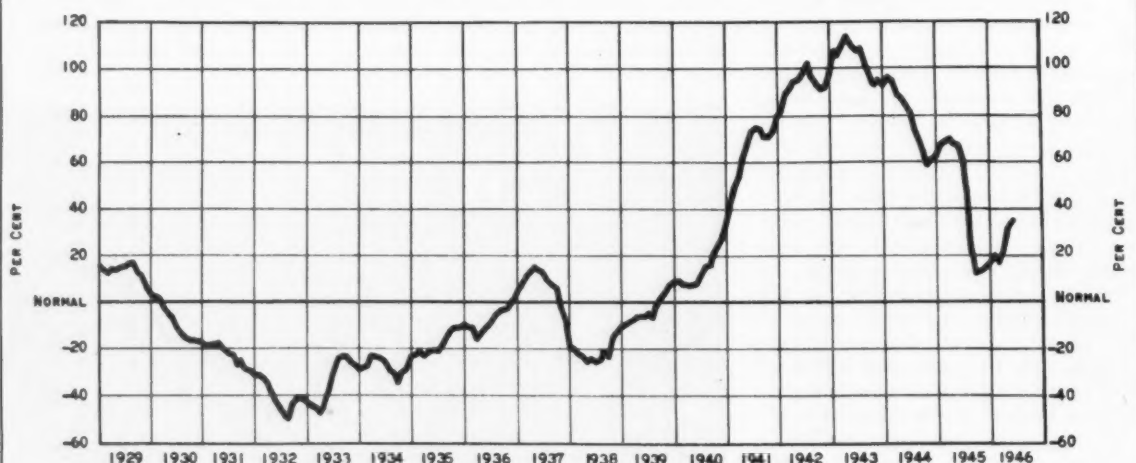
The index of manufacturing employment in Connecticut, at an esti-

mated 22% above normal in May, was higher than at any other time since V-J Day. The current index is 15 percentage points above September 1945, when the sudden cancellation of war contracts temporarily forced tens of thousands of the State's war workers out of employment, and February 1946, when the postwar strike situation was at its worst causing some 40,000 strikers to be idle.

A summary of the twenty-three major strikes in Connecticut since the close of the war shows that only two are in progress at the present time. One, involving about 3,000 workers at the Pratt and Whitney division of the Niles-Bement-Pond Company in West Hartford is now in its fourteenth week. The other, affecting about 1,200 employees at the Hamilton Standard Propellers division of the United Aircraft Corporation in East Hartford started on June 18. Approximately 53,000 workers have been directly affected by the twenty-three strikes. While the duration of the strikes has varied widely, up to twenty-one weeks in one instance, the average length of all strikes is 9 weeks. Approximately three million man-days of labor have been lost to Connecticut industry.

According to the latest available figures, the U. S. Bureau of Labor Statistics indexes of wholesale prices and consumers' prices have both reached new high levels for recent years. The wholesale price index stood at 111.5% of the 1926 average for the week ending June 8, 1946, having

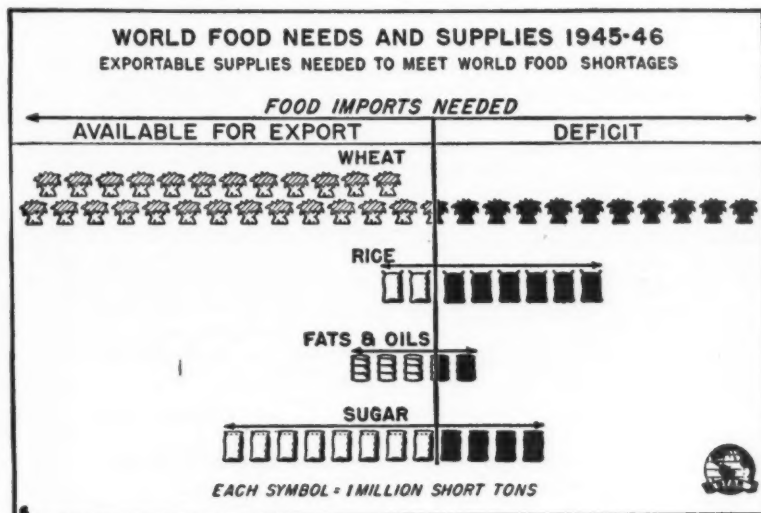
GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



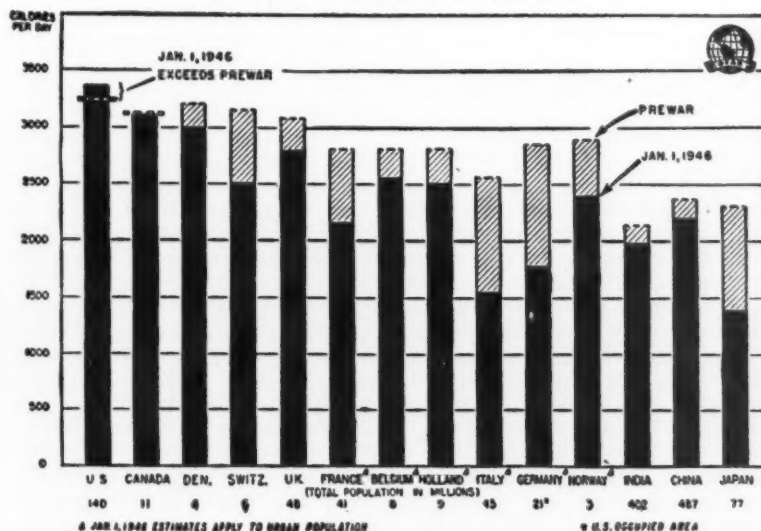
advanced 4.7 percentage points over the first of the year and 5.5 points since the corresponding week of 1945. The most noticeable increases occurred in the textile products and building material groups. The Consumers' Price Index was 130.9% of the 1935-39 average in April compared with 129.9% in January of this year and 127.1% in April 1945. Clothing, food and housefurnishings reflect greater rises during the past year than other categories of this index.

The above figures reflect the inflationary trends that have been ac-

celerated since the close of the war. Although continued inflationary tendencies are to be expected during the next few months, economists are now cautioning that this may be followed by a deflationary period sooner than had been generally expected. They point out that some recent developments in this direction are: a sharp drop in the rate of individual savings, a decline in total savings, the redemption of war savings bonds well in excess of new purchases, evidences that buyer resistance to high prices and inferior quality is growing.



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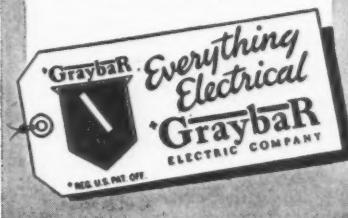
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Purchasing Notes

(Continued from page 40)

will soon assert its powerful influence in regulating prices, once production is allowed to free itself from present regulatory influences.

Another argument in defense of the buyers' strike theory is the extent of duplication of orders found in over-expanded unfilled orders. There are many stores and firms who readily admit they would be overstocked if they got everything on order within the next few months. How much of this theory is true is a big question. It can be answered best by looking at your own unfilled purchase order file. I know of several cases where a party looking to purchase an electric refrigerator has his name on several dealers' lists, so the first one able to deliver makes the sale and the others get a cancellation. The same thing is true regarding new automobiles.

However, in considering the probability of a buyer's strike, one should bear in mind that there is every reason to believe that there will be some reduction in the productivity of labor now that the forced draft of war patriotism is over. Strikes are not over by any means. Take home pay is being reduced by shortening of hours of labor to a normal 40 hour work week. Inventories are not high and in most cases are not even considered adequate.

SALES BETTERMENT

Market Evaluation . . . Spot
Research . . . Quota-setting

Sales Organization . . . Control
Systems . . . Records &
Forms . . . Budget Control

Sales Manuals . . . Training
Programs . . . Meetings . . .
Contests . . . Bulletins

Compensation Plans . . . Ter-
ritory Splits . . . Bonuses

Consultation on annual re-
tainer, \$1800 a year up

LYNN W. ELLIS

Westport,

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HIGHLIGHTS OF N.A.P.A. CONVENTION

*** Prices will continue to advance and may go upwards 15% to 25%, regardless of what the experts do or say.

*** Around the first of the year we may see the beginning of a buyer's strike against high prices and poor quality merchandise, which may halt price rise.

*** Strikes are blamed for most of the shortages existing today.

*** Steel production was only 18,000,000 tons for first five months of this year. That was just half of the production for a like period in 1945.

*** Lumber is in the same category. The output for the first quarter was only 6 billion board feet. We should have produced 10 billion board feet.

*** Shortages will continue in essential materials, including steel, coal, lead, copper, tin, textiles and others for another six or nine months. This may necessitate tightening materials controls. CPA urges buying of scarce items for actual needs only.

*** Be aware of the value of cash assets. While a dollar may buy even less in the next six or twelve months, it can reverse and buy more in the immediate years ahead.

*** Free competition means higher profits.

*** Place less emphasis on differences and more on cooperation.

*** Know how to buy and make sure your Purchasing Department is capable and alert to its responsibilities.

*** Standardization and development of specifications are "gold in them thar' hills"—but not by trade name.

Accounting Hints

(Continued from page 41)

information, and the flexibility provided in making available extra copies of orders and invoices when requested internally, or by customers.

This is only one of many methods and procedures which can be applied to effect savings in time and effort in accounting and office routines, and office systems form only a small segment of the area in which savings can be effected. The fact remains that efficiency and cost reduction should be paramount in the minds of accountants and businessmen generally if a fair return on investment is to be insured.

Style in Your Merchandise

(Continued from page 9)

The adoption of style obsolescence by the American people will change their entire manner of thinking from the standpoint of thrift and saving. This does not mean we will become a wasteful or spendthrift nation. It is importance to realize that articles when traded in are passed on down the line or are salvaged in scrap to be remade into new machines and merchandise. Only through a willingness to spend money for new things can we support industry and make jobs for all and merchandise for all. The Industrial Designer is playing his role in this expansion.

What's to Come

In this first of four articles on industrial design, I have defined industrial design, the place of style in merchandising, how the small manufacturer may set up his own design and product development staff and an outline of the theory of style obsolescence. The second installment appearing next month will discuss the relationship of design to new materials—metals, plastics, wood laminates, pigmentation and color application.

Export News

(Continued from page 39)

come for Federal income tax purposes. The Training Administration assumes responsibility for all other matters, including provisions for health and accident insurance and clearance with labor unions, where necessary.

Although under this plan it is not possible for a manufacturer to request that a young man be brought up from a South American country to fill a specific training opening in his concern for the express purpose of commissioning that young man upon his return as an agent or technician for the firm—because the program is under the sponsorship of the State Department and government funds are involved. However, there have been no objections to a manufacturer later working out private arrangements with any trainee he has undertaken to accept from a group already picked by the selection committee, on the basis of individual ability and qualifications, and the needs for skilled personnel in the particular foreign country.

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms	
The Baker Goodyear Co	New Haven
Accounting Machines	
Underwood Corporation	Bridgeport
Adding Machines	
Underwood Corporation	Bridgeport
Advertising Specialties	
The H C Cook Co 32 Beaver St	Ansonia
Waterbury Companies Inc	Waterbury
Aero Webbing Products	
Russell Mfg Co	Middletown
Air Compressors	
The Spencer Turbine Co	Hartford
Air Conditioning	
Home Heating Service Inc (forced air heating units, oil fired)	South Norwalk
Aircraft	
Chance Vought Aircraft Division	United Aircraft Corporation (airplanes)
Sikorsky Aircraft Division	United Aircraft Corporation (helicopters)
Aircraft Accessories	
Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs)	West Hartford
Warren McArthur Corp (Airplane Seatings)	Bantam
Aircraft Electrical Testing Equipment	
United Advertising Corp, Electrical Division	New Haven
Aircraft—Repair & Overhaul	
Airport Department Pratt & Whitney Aircraft Division	Reischler Field East Hartford
United Airports Div United Aircraft Corp	Reischler Field East Hartford
Aircraft Tubes	
American Tube Bending Co Inc	New Haven
Air Ducts	
The Wiremold Co (Retractable)	Hartford
Airplanes	
Chance-Vought Aircraft Div	United Aircraft Corp
Aluminum Castings	
Newton-New Haven Co 688 Third Avenue	West Haven
Aluminum Forgings	
Scovill Manufacturing Company	Waterbury 91
Aluminum Goods	
Waterbury Companies Inc	Waterbury
Aluminum Ingots	
Lapides Metals Corp	New Haven
Aluminum Lasts	
Shoe Hardware Div U S Rubber Company	Waterbury
Aluminum—Sheets & Coils	
United Smelting & Aluminum Co Inc	New Haven
Ammunition	
Remington Arms Co Inc	Bridgeport
Winchester Repeating Arms Company Division	Olin Industries Inc
Anodizing	
Conn Metal Finishing Co	Hamden
Apparel Fabrics—Woolen & Worsted	
Broad Brook Company	Broad Brook
Artificial Leather	
The Permatex Fabrics Corp	Jewett City
Zapon Div, Atlas Powder Co	Stamford
Asbestos	
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven
The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport
The Auburn Manufacturing Company (gaskets, packings, wicks)	Middletown
Asbestos & Rubber Packing	
Colt's Patent Fire Arms Mfg Co	Hartford
Assemblies, Small	
The Greist Manufacturing Co	New Haven
The Han-Dee Spring and Manufacturing Co (Small)	Hartford
The Wallace Barnes Co Div Associated Spring Corp	Bristol
Auto Cable Housing	
The Wiremold Company	Hartford
Automatic Control Instruments	
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury
Automobile Accessories	
The Rostand Mfg Co (windshields, seats and body hardware)	Milford
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivet brass, clutch facings, packing)	Bridgeport
Kilborn-Sauer Company (lights and other accessories)	Fairfield
Automotive Friction Fabrics	
The Russell Mfg Co	Middletown
Automotive Parts	
Eis Manufacturing Co (Hydraulic and Mechanical)	Middletown
Automotive & Service Station Equipment	
Scovill Manufacturing Company (Canned Oil Dispensers)	Waterbury 91
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport
Automotive Tools	
Eis Manufacturing Company	Middletown
Bakelite Moldings	
Waterbury Companies Inc	Waterbury
The Watertown Mfg Co	Watertown
Bakery Ovens	
American Machine & Foundry Co	New Haven
Balls	
The Abbott Ball Co (steel bearing and burnishing)	Hartford
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Hartford
Banks	
Hall Mfg Co (dime and combination)	Ansonia
Barrels	
The Abbott Ball Co (burnishing and tumbling)	Hartford
The Hartford Steel Ball Co (tumbling)	Hartford
Bathroom Accessories	
The Autoyre Company	Oakville
The Charles Parker Co	Meriden
Bath Tubs	
Dextone Company	New Haven
Bearings	
New Departure Div of General Motors (ball)	Bristol
Fafnir Bearing Co (ball)	New Britain
Norma-Hoffmann Bearings Corp (ball and roller)	Stamford
Bellows	
Bridgeport Thermostat Company Inc (metallic)	Bridgeport
Bellows Assemblies	
Bridgeport Thermostat Company Inc	Bridgeport
Bellows Shaft Seal Assemblies	
Bridgeport Thermostat Company Inc	Bridgeport
Bells	
Bevin Brothers Mfg Co	East Hampton
The Gong Bell Mfg Co	East Hampton
The N N Hill Brass Co	East Hampton
Gaynor Electric Company Inc (and buzzers)	Bridgeport
Belt Fasteners	
Saling Manufacturing Company (patented self-aligning)	Unionville
Belting	
Hartford Belting Co	Hartford
The Russell Mfg Co	Middletown
The Thames Belting Co	Norwich
Benches	
The Charles Parker Co (piano)	Meriden
Bent Tubing	
American Tube Bending Co Inc	New Haven
Bicycle Coaster Brakes	
New Departure Div General Motors Corp	Bristol
Bicycle Sundries	
New Departure Div General Motors Corp	Bristol
Binders Board	
Colonial Board Company	Manchester
Biological Products	
Ernst Bischoff Company Inc	Ivoryton
Blackening Salts for Metals	
Mitchell-Bradford Chemical Co	Bridgeport
Blades	
Capewell Manufacturing Company, Metal Saw Division (hack saw and band saw)	Hartford
Bleaching, Dyeing, Printing & Finishing	
The United States Finishing Company (textile fabrics)	Norwich
Blocks	
Howard Company (cupola fire clay)	New Haven
Blower Fans	
The Spencer Turbine Co	Hartford
Colonial Blower Company	Hartford
Connecticut Blower Company	Hartford
Blower Systems	
Colonial Blower Company	Hartford
L-R Mfg Div of The Ripley Co	Torrington
Connecticut Blower Company	Hartford
Blueprints and Photostats	
Joseph Merritt & Co	Hartford
Boilers	
The Bigelow Co	New Haven
Petroleum Heat & Power Co (domestic only)	Stamford
Bolts & Nuts	
Clark Brothers Bolt Co	Milldale
The O K Tool Co Inc (T-Slot)	33 Hull St Shelton
The Blake & Johnson Co (nuts, machine screws, bolts, stove)	Waterville
Bomb Sling & Tank Strap Terminals for Aircraft	
Geo W Fleming Co	Wallingford
Bonderizing	
Clairglow Mfg Company	Portland
The Leeds Electric and Mfg Co	Hartford
Bouillon Cubes	
Maggi Co Inc (Maggi's)	New Milford
Box Board	
The Lydall & Foulds Paper Co	Manchester
National Folding Box Co	New Haven
New Haven Pulp & Board Co	New Haven
Robertson Paper Box Co	Montville
Robert Gair Co	Portland
Boxes	
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham
Robert Gair Co (corrugated and solid fibre shipping containers)	Portland
Clairglow Mfg Company (metal)	Portland
Folding Boxes Incorporated (paper, folding)	Manchester
Boxes & Crates	
The City Lumber Co of Bridgeport Inc	Bridgeport
Boxes—Paper—Folding	
Atlantic Carton Corp	Norwich
Bridgeport Paper Box Co	Bridgeport
S Curtis & Son Inc	Sandy Hook
M S Dowd Carton Co	Hartford
National Folding Box Co (paper folding)	New Haven
The Warner Brothers Company	Bridgeport
The New Haven Pulp & Board Co	New Haven
Robertson Paper Box Co	Montville
Robert Gair Co	Portland
Boxes—Paper—Setup	
Bridgeport Paper Box Co	Bridgeport
The Heminway Corporation	Waterbury
Brake Cables	
Eis Manufacturing Co	Middletown
Brake Linings	
Colt's Patent Fire Arms Mfg Co	Hartford
The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport
The Russell Mfg Co	Middletown
Brake Service Parts	
Eis Manufacturing Co	Middletown
Brass and Bronze	
The American Brass Co (sheet, wire, rods, tubes)	Waterbury
The Bristol Brass Corp (sheet, wire, rods)	Bristol
The Miller Company (phosphor bronze and brass in sheets, strips, rolls)	Meriden
Scovill Manufacturing Company	Waterbury 91
The Thinsheet Metals Co (sheets and rolls)	Waterbury
Brass & Bronze Ingot Metal	
The Whipple and Choate Company	Bridgeport (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Brass Goods		Castings—Permanent Mould		Copper Water Tube	
Scovill Manufacturing Company (To Order)	Waterbury 91	The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden	Bridgeport Brass Co	Bridgeport
Waterbury Companies Inc (to order) (small sheet metal parts)	Waterbury	Centrifugal Blower Wheels		Cork Cots	
Winchester Repeating Arms Company Division	New Haven	The Torrington Manufacturing Co	Torrington	Sonoco Products Co (Climax-Lowell Div)	Mystic
Olin Industries Inc	New Haven	Chain		Corrugated Box Manufacturers	
Brass Mill Products		John M Russell Mfg Co Inc	Naugatuck	The Danbury Square Box Co	Danbury
Bridgeport Brass Co	Bridgeport	Chain—Welded and Weldless		Corrugated Shipping Cases	
Scovill Manufacturing Company	Waterbury 91	Bridgeport Chain & Mfg Co	Bridgeport	D L & D Container Corp 87 Shelton Ave	New Haven
Chase Brass & Copper Co	Waterbury	Chains—Bead		Connecticut Corrugated Box Div Robert Gair Co Inc	Portland
Brass Stencils—Interchangeable		The Bead Chain Mfg Co	Bridgeport	Cosmetic Containers	
The Fletcher Terry Co Box 415, Forestville		Chartered Coach Service		The Eyelet Specialty Co	Waterbury
Brass Wall Plates		The Connecticut Company (excursions a specialty)	New Haven	Cosmetics	
Gaynor Electric Company Inc	Bridgeport	Chemicals		Northam Warren Corporation	Stamford
Brick—Building		Apothecaries Hall Co	Waterbury	The J B Williams Co	Glastonbury
The Donnelly Brick Co	New Britain	MacDermid Incorporated	Waterbury	Cotton Batting & Jute Batting	
Bricks—Fire		American Cyanamid & Chemical Corp	Waterbury	Palmer Brothers	New London
Howard Company	New Haven	Edcan Laboratories	South Norwalk	Cotton Yarn	
Broaching		Macalaster Bicknell Company	New Haven	The Floyd Cranska Co	Moosup
The Hartford Special Machinery Co	Hartford	Cherries		Counting Devices	
American Standard Co	Plantsville	John Magee & Co Incorporated	Saybrook	Veeder-Root Inc	Hartford
Brooms—Brushes		Chromium Plating		Cut Stone	
The Fuller Brush Co	Hartford	Chromium Corp of America	Waterbury	The Dextone Co	New Haven
Buckles		The Chromium Process Company	Shelton	Cutters	
The Hatheway Mfg Co (Dee Rings)	Bridgeport	Chucks		The Standard Machinery Co (rotary board, single and duplex)	Mystic
The Hawie Mfg Co	Bridgeport	The Cushman Chuck Co	Hartford	The O K Tool Co Inc (inserted tooth milling)	Shelton
The G E Prentice Mfg Co	New Britain	Chucks & Face Plate Jaws		33 Hull St	
John M Russell Mfg Co Inc	Naugatuck	Union Mfg Co	New Britain	The Barnes Tool Company (pipe cutters, hand)	New Haven
B Schwanda & Sons	Staffordville	Clay		American Standard Co (special)	Plantsville
The Patent Button Co	Waterbury	Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven	Delayed Action Mechanism	
Waterbury Companies Inc	Waterbury	Cleansing Compounds		M H Rhodes Inc	Hartford
Shoe Hardware Div U S Rubber Company (footwear, clothing and strap)	Waterbury	MacDermid Incorporated	Waterbury	The R W Cramer Company Inc	Centerbrook
Buffing & Polishing Compositions		Clocks		Dental Gold Alloys	
Apothecaries Hall Co	Waterbury	Seth Thomas Clocks	Thomaston	The J M Ney Company	Hartford
Lea Mfg Co	Waterbury	The United States Time Corporation	Waterbury	Dictating Machines	
Buffing Wheels		Clocks—Alarm		Dictaphone Corporation	Bridgeport
The Williamsville Buff Mfg Co	Danielson	The Lux Clock Mfg Co	Waterbury	The Soundscribe Corporation	New Haven
Buttons		The New Haven Clock and Watch Co (spring & electric)	New Haven	Die & Tool Makers	
B Schwanda & Sons	Staffordville	Clocks—Automatic Cooking		Parsons Tool Inc	New Britain
The Patent Button Co	Waterbury	The Lux Clock Mfg Co	Waterbury	Die Castings	
Colt's Patent Fire Arms Mfg Co	(Uniform and Tack Fastened)	Clock Mechanisms		Newton-New Haven Co Inc	688 Third Ave West Haven
Scovill Manufacturing Company	Waterbury 91	The Lux Clock Mfg Co	Waterbury	Die Casting Dies	
Waterbury Companies Inc	Waterbury	Clutch Facings		ABA Tool & Engineering Co	Manchester
The L C White Company	Waterbury	The Russell Mfg Co	Middletown	The Weimann Bros Mfg Co	Derby
Cabinets		Clutch—Friction		Die Castings (Aluminum & Zinc)	
The Charles Parker Co (medicine)	Meriden	The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic)	Bridgeport	Corbin Cabinet Lock Div American Hardware Corp	New Britain
Cabinet Work		Coinmaster Products		Die-Heads—Self-Opening	
Hartford Builders Finish Co	Hartford	Hall Mfg Co	Ansonia	The Eastern Machine Screw Corp	Truman & Barclay Sts New Haven
Cages		Comfortables		The Geometric Tool Co	New Haven
The Andrew B Hendryx Co (bird and animal)	New Haven	Palmer Brothers Co	New London	Dies	
Cams		Communication Equipment		The Hoggson & Pettis Mfg Co 141 Brewery St	New Haven
The Hartford Special Machinery Co	Hartford	Airadio Incorporated (aircraft, marine, intra-facility)	Stamford	The Parker Stamp Works Inc (for plastics and die castings)	Hartford
Rowbottom Machine Company Inc	Waterbury	Compressors		American Standard Co	Plantsville
Canvas Products		Norwalk Company Inc (high pressure air and gas)	South Norwalk	Dish Washing Machines	
F B Skiff Inc	Hartford	Concrete Products		Colt's Patent Fire Arms Mfg Co	Hartford
Capacitors		Plasticrete Corp	Hamden	Disk Harrows	
The Electro Motive Mfg Co Inc (mica & trimmer)	Willimantic	Condensers		Orkil Inc—Cutaway Harrow Division	Higganum
Card Clothing		Airadio Incorporated (variable)	Stamford	Door Closers	
The Standard Card Clothing Co (for textile mills)	Stafford Springs	Cones		The Yale & Towne Manufacturing Company	Stamford
Carpets and Rugs		Sonoco Products Co (Climax-Lowell Div)	Mystic	Dowel Pins	
Bigelow-Sanford Carpet Co	Thompsonville	Consulting Engineers		The Allen Manufacturing Co	Hartford
Carpet Lining		The Stanley P Rockwell Co Inc (Consulting)	Hartford	Drafting Accessories	
Palmer Brothers Co	New London	296 Homestead Ave		Joseph Merritt & Co	Hartford
Casket Trimmings		Contract Machining		Draperies	
The Bridgeport Casket Hardware Co	Bridgeport	Malleable Iron Fittings Company	Branford	Palmer Brothers Co	New London
Casters		Contract Manufacturers		Drilling Machines	
The Bassick Company (Industrial and General)	Bridgeport	Geo W Fleming Co (Metal parts and assemblies)	Wallingford	The Henry & Wright Manufacturing Company (sensitive)	Hartford
Casters—Industrial		The Greist Mfg Co (metal parts and assemblies)	New Haven	Drop Forgings	
George P Clark Co	Windsor Locks	503 Blake St		Wilcox Crittenden & Co Inc	Middletown
Castings		Merriam Mfg Co (production runs—metal boxes and containers to specification)	Durham	The Blakeslee Forging Co	Plantsville
The Charles Parker Co (gray iron)	Meriden	Scovill Manufacturing Company (Metal Parts and Assemblies)	Waterbury 91	Atwater Mfg Co	Hartford
The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden	Waterbury Companies Inc	Waterbury	Capewell Mfg Company	Hartford
The Gillette-Vibber (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London	Conveyor Systems		The Bridgeport Hdw Mfg Corp	Bridgeport
The Sessions Foundry Co (gray iron)	Bristol	The Leeds Electric and Mfg Co	Hartford	Druggists' Rubber Sundries	
John M Russell Mfg Inc (brass, bronze and aluminum)	Naugatuck	Copper		The Seamless Rubber Company	New Haven
Malleable Iron Fittings Co (malleable iron and steel)	Branford	The American Brass Co (sheet, wire, rods, tubes)	Waterbury	Goodyear Rubber Sundries Inc (Guardian "Plasti-Clear" baby pants, crib sheets & bibs, household aprons, raincoats, scarves & hoods, shower curtains, etc.)	New Haven
McLagan Foundry Co (gray iron)	New Haven	The Bristol Brass Corp (sheet)	Bristol	Dust Collecting Systems	
Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven	The Thinsheet Metals Co (sheets and rolls)	Waterbury	Connecticut Blower Company	Hartford
Philbrick Booth & Spencer Inc (gray iron)	Hartford	Chase Brass & Copper Co (sheet, rod, wire, tube)	Waterbury	Edged Tools	
Castings—Industrial		Copper Sheets		The Collins Co (axes and other edged tools)	Collinsville
Scovill Manufacturing Company (Brass & Bronze)	Waterbury 91	Copper Shingles		Elastic Webbing	
Union Mfg Co (gray iron)	New Britain	The New Haven Copper Co	Seymour	The Russell Mfg Co	Middletown
Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown	Copper Shingles		Electric Appliances	
The Waterbury Foundry Company (highway & sash weights)	Waterbury	The New Haven Copper Co	Seymour	The Silex Co	80 Pliny St Hartford (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Electric Cables
Rockbestos Products Corp (asbestos insulated)
New Haven

Electric—Commutators & Segments
The Cameron Elec Mfg Co (rewinding motors)
Ansonia

Electric Cord & Cord Sets
Accurate Insulated Wire Corp New Haven

Electric Cords
Rockbestos Products Corp (asbestos insulated)
New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated)
New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark
"Durabilt") Winsted

Electric Insulation
The Rogers Corporation Manchester
Case Brothers Inc Manchester

Electric Panel Boards
Federal Electric Products Co Inc Hartford

Electric Safety Switches
Federal Electric Products Co Inc Hartford

Electric Signs
United Advertising Corp New Haven

Electric Time Controls
The R W Cramer Company Inc Centerbrook

Electric Timepieces
The New Haven Clock and Watch Co (auto-
mobile & alarm) New Haven

Electric Wire
Rockbestos Products Corp (asbestos insulated)
New Haven

Electrical Circuit Breakers
Federal Electric Products Co Inc Hartford

**Electrical Conduit Fittings & Grounding
Specialties**
The Gillette-Vibber Company New London

Electrical Control Apparatus
The Trumbull Electric Mfg Co Plainville
Federal Electric Products Co Inc Hartford

Electrical Goods
A C Gilbert Co New Haven

Electrical Motors
U S Electrical Motors Inc Milford

Electrical Recorders
The Bristol Co Waterbury

Electrical Relays and Controls
Allied Control Co Plantsville

Electronic Equipment
Airadio Incorporated Stamford

Electronics
The Gray Manufacturing Company Hartford
Crystal Research Laboratories Inc Hartford
Arthur T Hatton & Company Hartford
United Cinephone Corporation Torrington

Electroplating
National Sherardizing & Machine Co Hartford

Electroplating—Equipment & Supplies
Enthone Inc New Haven

Electrotypes
W T Barnum & Co Inc (all classes)
New Haven

Elevators
The Eastern Machinery Co (passenger and
freight) New Haven

Enameling
The Leeds Electric and Mfg Co (including
wrinkle finishes) Hartford
Conn Metal Finishing Co Hamden

Enameling and Finishing
Clairglow Mfg Co Portland

Engines
Wolverine Motor Works Inc (diesel stationary
marine) Bridgeport
Pratt & Whitney Aircraft Div United Aircraft
Corp (aircraft) East Hartford

Envelopes
Plimpton Mfg Co Div U S Envelope Co Hartford
Curtis 1000 Inc Hartford

Extractors—Tap
The Walton Company 94 Allyn St Hartford

Eyelets
The Platt Bros & Co P O Box 1030 Waterbury
Scovill Manufacturing Co Waterbury 91
Waterbury Companies Inc Waterbury
The Plume & Atwood Mfg Co Waterbury
The Chromium Process Company Shelton
The L C White Company Waterbury

Fasteners—Slide & Snap
The G E Prentice Mfg Co New Britain
Scovill Manufacturing Company (Snap)
Waterbury 91

Felt
The Auburn Manufacturing Company (mechan-
ical, cut parts) Middletown

Felt—All Purposes
American Felt Co (Mills & Cutting Plant)
Glenville

Ferrules
Waterbury Companies Inc Waterbury

Fibre Board
The C H Norton Co North Westchester
Rogers Corporation (Specialty) Manchester
Case Brothers Inc Manchester

File Cards
The Standard Card Clothing Co Stafford Springs

Film Spools
Watkins Manufacturing Co Inc Milford

Finger Nail Clippers
The H C Cook Co 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Hartford
Remington Arms Co Inc Bridgeport
Winchester Repeating Arms Company Division
Olin Industries Inc New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial)
Sandy Hook

Fireplace Goods
The John P Smith Co (screens) 423-33 Chapel
St New Haven

Fireproof Floor Joists
The Dextone Co New Haven

Fireworks
M Backes' Sons Inc Wallingford

Fishing Tackle
The Horton Mfg Co (reels, rods, lines) Bristol
The Bevin-Wilcox Line Co (lines) East Hampton

Flashlights
The H C Cook Co 32 Beaver St Ansonia
Jim Harvey Div Local Industries Inc (nets,
lures) Lakeville

Flashlights
Winchester Repeating Arms Company Division
Olin Industries Inc New Haven

Flashlight and Radio Batteries
Winchester Repeating Arms Company Division
Olin Industries Inc New Haven

Floor & Ceiling Plates
Gaynor Electric Company Inc Bridgeport

Fluorescent Lighting Equipment
The Beaton & Cadwell Mfg Co New Britain

Forgings
The Wiremold Company Hartford

Foundries
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport
Scovill Manufacturing Company (Non-ferrous)
Waterbury 91

Foundry Riddles
The John P Smith Co 423-33 Chapel St
New Haven

Furnaces
Home Heating Service Inc (warm air oil fired)
South Norwalk

Furnace Linings
The Mullite Refractories Co Shelton

Furniture Pads
The Gilman Brothers Company Gilman

Gage Blocks
Fonda Gage Company (Fonda lifetime-carbide
and steel) Stamford

Galvanizing
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Galvanizing & Electrical Plating
The Gillette-Vibber Co New London

Gaskets
The Raybestos Div of Raybestos-Manhattan Inc
Bridgeport

Gauges
The Auburn Manufacturing Company (from all
materials) Middletown

Gauges
The Bristol Co (pressure and vacuum—reco-
rding automatic control) Waterbury
Helicoid Gage Division American Chain &
Cable Co Inc Bridgeport
Hart Engineering Div of W Hart Buick Co Inc
(Plug Ring Snap Flush Pin & all types of
special gauges) Hartford
American Standard Co Plantsville
Fonda Gage Company (special) Stamford

Gears—Reverse & Reduction for Motor Boats
The Snow-Nabstedt Gear Corp New Haven

Gears and Gear Cutting
The Hartford Special Machinery Co Hartford
The Gray Mfg Co (Zero Bevel) Hartford

General Plating
The Chromium Process Co (copper, nickel,
chromium and cadmium plating) Derby

Glass and China
The Rocknell Silver Co (silver decorated)
Meriden

Glass Blowing
Macalaster Bicknell Company New Haven

Glass Coffee Makers
The Silcox Co 80 Pliny St Hartford

Glass Cutters
The Fletcher Terry Co Box 415 Forestville

Golf Equipment
The Horton Mfg Co (clubs, shafts, balls, bags)
Bristol

Governors
The Pickering Governor Co (speed regulating,
centrifugal, hydraulic) Portland

Greeting Cards
A D Steinbach & Sons Inc New Haven

Grinding
The Centerless Grinding Co Inc (Precision
custom grinding; centerless, cylindrical, sur-
faces, internal and special)
19 Staples Street Bridgeport

Grinding Machines
The Hartford Special Machinery Co (gears,
threads, cams and splines) Hartford

Grinding Machines
Rowbottom Machine Company Inc (cam)
Waterbury

Grommets
The Plume & Atwood Mfg Co (brass and zinc)
Waterbury

Hand Tools
The Bridgeport Hdw Mfg Corp (nail pullers,
scout axes, box opening tools, trowels, cop-
ing saws, putty knives) Bridgeport

Hardware
The Peck Stow & Wilcox Co (Bit braces,
chisels, dividers, draw knives, hammers,
pliers squares, snips, wrenches) Southington

Hardware
Wilcox Crittenden & Co Inc (marine heavy
and industrial) Middletown

Hardware
The Bassick Company (Automotive) Bridgeport
Hall Mfg Co (bridge table) Ansonia
The Yale & Towne Manufacturing Company
(builders) Stamford

Hardware—Trailer Cabinet
The Excelsior Hardware Co Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware
Corp New Britain

Health, Surgical & Orthopedic Supports
The Berger Brothers Company (custom made
for back, breast and abdomen) New Haven

Heat Treating
The A F Holden Co 200 Winchester St New Haven
The Bennett Metal Treating Co Elmwood
1045 New Britain Ave
The Stanley P Rockwell Co Inc Hartford
296 Homestead Ave
The Driscoll Wire Company Shelton
New Britain-Gridley Machine Division
The New Britain Machine Co New Britain

Heat-Treating Equipment
The Autovre Company Oakville
The Stanley P Rockwell Co Inc (commercial)
296 Homestead Ave Hartford
The Wallace Barnes Co Div Associated Spring
Corp Bristol
The A F Holden Company, 52 Richards Street
West Haven (Main Plant)

Heat Treating Salts and Compounds
The A F Holden Company 52 Richards Street West Haven
Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus
The Miller Company (domestic oil burners and
heating devices) Meriden

Hex-Socket Screws
The Allen Manufacturing Co Hartford

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Engineering Co Manchester
(Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Holists and Trolleys
 Union Mfg Company New Britain
Hose Supporter Trimmings
 The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport
Hospital Signal Systems
 Connecticut Telephone & Electric Division of Great American Industries Inc Meriden
Hot Water Heaters
 Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford
Hydraulic Brake Fluids
 Eis Manufacturing Co Middletown
Industrial Finishes
 Zapon Div Atlas Powder Co Stamford
Industrial and Marking Tapes
 The Seamless Rubber Company New Haven
Infra-Red Equipment
 The Leeds Electric and Mfg Co Hartford
Insecticides
 American Cyanamid & Chemical Corp Waterbury
Insecticide Bomb
 Bridgeport Brass Company (Aer'a'sol) Bridgeport
Insulated Wire Cords & Cable
 The Kerite Insulated Wire & Cable Co Inc Seymour
Instruments
 J-B-T Instruments Inc (Electrical and Temperature) New Haven
Insulation
 The Gilman Brothers Co Gilman
Insulating Refractories
 The Mullite Refractories Co Shelton
Inter-Communications Equipment
 Connecticut Telephone & Electric Division of Greta American Industries Inc Meriden
Jacquard
 Case Brothers Inc Manchester
Japanning
 J H Sessions & Son Bristol
Jig Borer
 Moore Special Tool Co (Moore) Bridgeport
Jig Boring
 Parsons Tool Inc New Britain
 American Standard Co Plantsville
Jig Grinder
 Moore Special Tool Co (Moore) Bridgeport
Jigs & Fixtures
 American Standard Co Plantsville
Joining
 The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport
Key Blanks
 Corbin Cabinet Lock Div American Hardware Corp New Britain
 The Graham Mfg Co Derby
 The Yale & Towne Manufacturing Company Stamford
Labels
 J & J Cash Inc (Woven) South Norwalk
Label Moisteners
 Better Packages Inc Shelton
Laboratory Equipment
 Eastern Engineering Co New Haven
Laboratory Supplies
 Macalaster Bicknell Company New Haven
Lacquers & Synthetic Enamels
 Zapon Div Atlas Powder Co Stamford
Ladders
 A W Flint Co 196 Chapel St New Haven
Lamp Shades
 The Verplex Company Essex
Lamps
 The Rostand Mfg Company (brass, colonial style & brass candlesticks) Milford
Lathes
 The Bullard Company (vertical turret cutmaster and Multi-Au-Matic, vertical multi-spindle) Bridgeport
Leather
 Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury
 The Geo A Shepard & Sons Co (sheepskin, shoe upper, garment, grain and suede) Bethel
Leather Goods Trimmings
 The G E Prentice Mfg Co New Britain
Leather, Mechanical
 The Auburn Manufacturing Company (packings, cubs, washers, etc.) Middletown
Letterheads
 Lehman Brothers Ins (designers, engravers, lithographers) New Haven
Lighting Equipment
 The Miller Co (Miller, Duplexalite, Ivanhoe) Meriden
 Waterbury Companies Inc Waterbury
Lightning Protection
 Edward H Brown Hartford & New Haven

Lithographing
 The New Haven Printing Company New Haven
Locks—Banks
 The Yale & Towne Manufacturing Company Stamford
Locks—Builders
 The Yale & Towne Manufacturing Company Stamford
Locks—Cabinet
 Corbin Cabinet Lock Div American Hardware Corp New Britain
 The Excelsior Hardware Co Stamford
 The Yale & Towne Manufacturing Company Stamford
Locks—Special Purpose
 The Yale & Towne Manufacturing Company Stamford
Locks—Suit-Case and Trimmings
 Corbin Cabinet Lock Div American Hardware Corp New Britain
 The Excelsior Hardware Co Stamford
Locks—Trunk
 Corbin Cabinet Lock Div American Hardware Corp New Britain
 The Excelsior Hardware Co Stamford
 The Yale & Towne Manufacturing Company (and suitcase) Stamford
Locks—Zipper
 The Excelsior Hardware Co Stamford
Loom—Non-Metallic
 The Wiremold Company Hartford
Luggage Fabric
 The Falls Company Norwich
Lumber & Millwork Products
 The City Lumber Co of Bridgeport Inc Bridgeport
Machinery
 The Fenn Manufacturing Company (Special) Hartford
 The Hallden Machine Company (mill) Thomaston
 The Torrington Manufacturing Co (mill) Torrington
 The Standard Machinery Co (bookbinders) Mystic
 The Peck Stow & Wilcox Co (Machines & tools for sheet metal fabrication—manually & power operated) Southington
Machinery Dealers & Rebuilders
 Botwinik Brothers New Haven
 Machinery Dealers Inc New Haven
 J L Lucas and Son Fairfield
Machines
 Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport
 Special Devices Company (Special, New Developments) Berlin
 The Patent Button Company Waterbury
Machines—Automatic
 The A H Nilson Mach Co (Special) Bridgeport
 Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport
Machines—Automatic Chucking
 New Britain-Gridley Machine Division
 The New Britain Machine Co (multiple spindle—single and double end) New Britain
Machines—Automatic Screw
 New Britain-Gridley Machine Division
 The New Britain Machine Co (single and multiple spindle) New Britain
Machines—Forming
 The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport
Machines—Precision Boring
 New Britain-Gridley Machine Division
 The New Britain Machine Co New Britain
Machine Work
 Geo W Fleming Co Wallingford
 The Hartford Special Machinery Co (contract work only) Hartford
 The Torrington Manufacturing Co (special rolling mill machinery) Torrington
 The Fenn Manufacturing Company (precision parts) Hartford
 The Parker Stamp Works Inc (Special) Hartford
 National Sherardizing & Machine Co (job) Hartford
 The LaPointe Plascomold Corp (precision on molds, tools, dies, etc.) Unionville
Machines—Paper Ruling
 John McAdams & Sons Inc Norwalk
Magnets
 C'naudagraph Div The Indiana Steel Products Co Stamford
Mail Boxes, Apartment & Residential
 Corbin Cabinet Lock Div American Hardware Corp New Britain
Mailing Machines
 Pitney-Bowes Inc Stamford
Manganese Bronze Ingot
 The Whipple and Choate Company Bridgeport

Marine Engines
 The Lathrop Engine Co Mystic
Marine Equipment
 The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford
 Wilcox Crittenden & Co Inc Middletown
 Kilborn-Sauer Company (running lights and searchlights) Fairfield
Marking Devices
 The Hoggson & Pettis Mfg Co New Haven
 The Parker Stamp Works Inc (steel and rubber) Hartford
Matrices
 W T Barnum & Co Inc New Haven
Mattresses
 Palmer Brothers Co New London
 Waterbury Mattress Co Waterbury
Mechanical Assemblies—Small
 M H Rhodes Inc Hartford
Mechanics Hand Tools
 The Bridgeport Hdwe Mfg Corp (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport
Metal Cleaners
 Apothecaries Hall Co Waterbury
Metal Cleaning Machines
 Colt's Patent Fire Arms Mfg Co Hartford
Metal Finishes
 Mitchell-Bradford Chemical Co Bridgeport
Metal Finishing
 National Sherardizing & Machine Co Hartford
Metal Goods
 Waterbury Companies Inc (to order) Waterbury
Metallizing
 Conn Metal Finishing Co Hamden
Metal Novelties
 The H C Cook Co 32 Beaver St Ansonia
 Waterbury Companies Inc Waterbury
Metal Products
 The State Welding Company Hartford
Metal Products—Stampings
 J H Sessions & Son Bristol
 Scovill Manufacturing Company (Made-to-Order) Waterbury 91
 Waterbury Companies Inc Waterbury
Metal Specialties
 The Excelsior Hardware Co Stamford
Metal Stampings
 The Autoyre Co (Small) Oakville
 The Patent Button Co Waterbury
 The Excelsior Hardware Co Stamford
 J H Sessions & Son Bristol
 The H C Cook Co 32 Beaver St Ansonia
 The Greist Mfg Co 503 Blake St New Haven
 Waterbury Companies Inc Waterbury
 Bridgeport Chain & Mfg Co Bridgeport
 The J A Otterbein Company (metal fabrications) Middletown
 Scovill Manufacturing Company Waterbury 91
 The Verplex Company (Contract) Essex
 The Plume & Atwood Mfg Co (brasses, copper and steel) Waterbury
 Saline Manufacturing Company Unionville
 The Stanley Works New Britain
 The LaPointe Plascomold Corp Unionville
Meters—Gas
 The Sprague Meter Company Bridgeport
Microscope—Measuring
 Lundeberg Engineering Company Hartford
Milk Bottle Carriers
 The John P Smith Co 423-33 Chapel St New Haven
Millboard
 The Raybestos Div of Raybestos-Manhattan Inc (asbestos) Bridgeport
Milling Machines
 Rowbottom Machine Company Inc (cam) Waterbury
Mill Supplies
 Wilcox Crittenden & Co Inc Middletown
Millwork
 Hartford Builders Finish Co Hartford
Minute Minders
 The Lux Clock Mfg Co Waterbury
Mixing Equipment
 Eastern Engineering Co New Haven
Monuments
 The Beij & Williams Co Hartford
Motor Switches
 Gaynor Electric Company Inc Bridgeport
Moulded Plastic Products
 The Patent Button Co Waterbury
 Colt's Patent Fire Arms Mfg Co Hartford
 Waterbury Companies Inc Waterbury
 The Watertown Mfg Co 117 Echo Lake Road Watertown (Adv.)

I T ' S M A D E I N C O N N E C T I C U T

Mouldings
The Himmel Brothers Co (architectural, metal and store front) Hamden

Moulds
ABA Tool & Engineering Co Manchester
The Hoggson & Pettis Mfg Co (steel) New Haven
114 Brewery St
The Sessions Foundry Co (heat resisting for non-ferrous metals) Bristol
The Parker Stamp Works Inc (compression, injection & transfer for plastics) Hartford
Lundeborg Engineering Company (plastic) Hartford

Napper Clothing
The Standard Card Clothing Co (for textile mills) Stafford Springs

Nickel Anodes
Apothecaries Hall Co Waterbury
The Seymour Mfg Co Seymour

Nickel Silver
The Seymour Mfg Co Seymour

Nickel Silver Ingot
The Whipple and Choate Company Bridgeport (Advt.)

Night Latches
The Yale & Towne Manufacturing Company Stamford

Non-ferrous Metal Castings
The Miller Company Meriden

Nuts, Bolts and Washers
Clark Brothers Bolt Co Milldale

Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford

Offset Printing
The New Haven Printing Company New Haven

Oil Burners
The Silent Glow Oil Burner Corp* Hartford
1477 Park St
Petroleum Heat & Power Co (domestic commercial and industrial) Stamford
The Miller Company (domestic) Meriden

Oil Burner Wick
The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

Oil Tanks
The Norwalk Tank Co Inc (550 to 30 M gals, underwriters above and under ground) South Norwalk

Oilives
John Magee & Co Incorporated Saybrook

Ovens
American Machine & Foundry Co New Haven

Package Sealers
Better Packages Inc Shelton

Packing
The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive) Bridgeport
The Auburn Manufacturing Company (leather, rubber, asbestos, fibre) Middletown

Padlocks
Corbin Cabinet Lock Div American Hardware Corp New Britain
The Yale & Towne Manufacturing Company Stamford

Paints and Enamels
The Staminit Corp New Haven
The Tredennick Paint Mfg Co Meriden

Panta
Moore Special Tool Co (crush wheel dresser) Bridgeport

Paperboard
Connecticut Corrugated Box Div Robert Gair Co Inc Portland
The New Haven Pulp & Board Co New Haven

Paper Boxes
National Folding Box Co (folding) New Haven
The New Haven Pulp & Board Co New Haven
Robertson Paper Box Co (folding) Montville
The Strouse Adler Co New Haven
Atlantic Carton Corp (folding) Norwich
The Warner Brothers Company Bridgeport
M Backes' Sons Inc Wallingford

Paper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport

Paper Clips
The H C Cook Co (steel) 32 Beaver St Ansonia

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell Div) Mystic

Parallel Tubes
Sonoco Products Co (Climax-Lowell Div) Mystic

Parkerizing
Clairglow Mfg Company Portland

Passenger Transportation
The Connecticut Company (local, suburban and interurban) New Haven

Pet Furnishings
The Andrew B Hendryx Co New Haven

Pharmaceutical Specialties
Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze
The Seymour Mfg Co Seymour
The Miller Company (sheets, strips, rolls) Meriden

Phosphor Bronze Ingots
The Whipple and Choate Company Bridgeport

Photographic Equipment
Kalart Company Inc Stamford

Photo Reproduction
The New Haven Printing Company New Haven

Piano Repairs
Pratt Read & Co Inc (keys and action) Ivoryton

Piano Supplies
Pratt Read & Co Inc (keys and actions, backs, plates) Ivoryton

Pickles
Goodman Bros Meriden

Pin Up Lamps
The Verplex Company Essex

Pipe
The American Brass Co (brass and copper) Waterbury
Howard Co (cement well and chimney) New Haven
Crane Company (fabricated) Bridgeport
Bridgeport Brass Co (brass & Copper) Bridgeport
Chase Brass & Copper Co (red brass and copper) Waterbury

Pipe Fittings
Malleable Iron Fittings Co Branford
The Corley Co Inc (300# AAR) Plainville

Pipe Plugs
The Holo-Krome Screw Corporation (counter-sunk) West Hartford

Plastic Buttons
Colt's Patent Fire Arms Mfg Co Hartford
Waterbury Companies Inc Waterbury

Plasticrete Bloc
Plasticrete Corp Hamden

Plastics—Extruded
Extruded Plastics Inc Norwalk

Plastics—Moulders
The Watertown Mfg Co Watertown
Waterbury Companies Inc Waterbury
Conn Plastics Waterbury
The Geo S Scott Mfg Co Wallingford
The LaPointe Plasmold Corp (custom work of compression type) Unionville

Plastics—Moulds & Dies
The Parker Stamp Works Inc (for plastics) Hartford

Platers
The Patent Button Co Waterbury
The Plainville Electro Plating Co Plainville
Christie Plating Co Groton

Platers—Chrome
The Plainville Electro Plating Co Plainville
The Hartford Chrome Corporation Hartford
Nutmeg Chrome Corporation Hartford

Platers' Equipment
Apothecaries Hall Company Waterbury
MacDermid Incorporated Waterbury

Plating
Conn Metal Finishing Co Hamden

Plumbers' Brass Goods
Bridgeport Brass Co Bridgeport
Scovill Manufacturing Company Waterbury 48
The Keeney Mfg Co (special bends) Newington

Plumbing Specialties
John M. Russell Mfg Co Inc Naugatuck

Pole Line
Malleable Iron Fittings Co Branford

Polishing Wheels
The Williamsville Buff Mfg Co Danielson

Poly Chokes
The Poly Choke Company (a shotgun choking device) Tariffville

Postage Meters
Pitney-Bowes Inc Stamford

Precious Metals
The J M Ney Company (for industry) Hartford

Prefabricated Buildings
The City Lumber Co of Bridgeport Inc Bridgeport

Preserves
Goodman Bros (and jellies) Meriden

Press Buttons
Gaynor Electric Company Inc Bridgeport

Presses
The Standard Machinery Co (plastic molding, embossing, and die cutting) Mystic
The Henry & Wright Manufacturing Company (automatic mechanical) Hartford

Press Papers
Case Brothers Inc Manchester

Pressure Vessels
The Norwalk Tank Co Inc (unfired to ASME Code Par U 69-70) South Norwalk

Printing
The Case Lockwood & Brainard Co Hartford
The Heminway Corporation Waterbury
The Walker-Rackliff Company New Haven
Hunter Press Hartford
The New Haven Printing Company New Haven

Printing Presses
Banthin Engineering Co (automatic) Bridgeport

Printing Rollers
The Chambers-Storck Company Inc (engraved) Norwich

Production Control Equipment
Wassell Organization (Produc-Trol) Westport
United Cinephone Corporation Torrington

Propellers—Aircraft
Hamilton Standard Propellers Div United Aircraft Corp East Hartford

Propeller Fan Blades
The Torrington Manufacturing Co Torrington

Pumps
The Yale & Towne Manufacturing Company (Tri-rotor) Stamford

Pumps—Small Industrial
Eastern Engineering Co New Haven

Punches
The Hoggson & Pettis Mfg Co (ticket & cloth) 141 Brewery St New Haven

Putty Softeners—Electrical
The Fletcher Terry Co Box 415 Forestville

Pyrometers
The Bristol Co (recording and controlling) Waterbury

Quartz Crystals
Crystal Research Laboratories Inc Hartford

Radiation-Finned Copper
The G & O Manufacturing Company New Haven

Railroad Equipment
The Rostand Mfg Co (baggage racks and mirrors for passenger cars) Milford

Rayon Specialties
The Hartford Rayon Corporation Rocky Hill

Rayon Yarns
The Hartford Rayon Corp Rocky Hill

Reamers
The O K Tool Co Inc (inserted tooth) 33 Hull St Shelton

Recorders
The Bristol Co (automatic controllers, temperature, pressure, flow, humidity) Waterbury

Refractories
Howard Company New Haven

Regulators
Norwalk Valve Company (for gas and air) South Norwalk

Resistance Wire
The C O Jelliff Mfg Co (nickel, chromium, kanthal) Southport

Respirators
American Optical Company Safety Division Putnam

Retainers
The Hartford Steel Ball Co (bicycle & automotive) Hartford

Riveting Machines
The Grant Mfg & Machine Co Bridgeport
L-R Mfg Div of The Ripley Co Torrington
The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment) Bridgeport
The H P Townsend Mfg Company Hartford

Rivets
The Connecticut Manufacturing Company Waterbury
Clark Brothers Bolt Co Milldale
The Blake & Johnson Co (brass, copper and non-ferrous) Waterville
J H Sessions & Sons Bristol
The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper) Bridgeport
The Raybestos Div of Raybestos-Manhattan Inc (iron) Bridgeport
The Plume & Atwood Mfg Co (brass and copper) Waterbury
The Chromium Process Company Shelton (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Rails		Sewing Machines		Springs—Furniture	
The Bristol Brass Corp (brass and bronze)	Bristol	The Greist Mfg Co (Sewing machine attachments)	503 Blake St New Haven	Owen Silent Spring Co Inc	Bridgeport
Scovill Manufacturing Company (Brass and Bronze)	Waterbury 91	The Merrow Machine Co (Industrial)	Hartford	Springs—Wire	
Roller Skates		The Singer Manufacturing Company (Industrial)	Bridgeport	The Connecticut Spring Corporation (compression, extension, torsion)	Hartford
Winchester Repeating Arms Company Division	New Haven	Shaving Soaps		The Wallace Barnes Co Div Associated Spring Corp	Bristol
Rubber Chemicals		The J B Williams Co	Glastonbury	New England Spring Mfg Co	Unionville
The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils)	Stamford	Shears		J W Bernston Company (Coil and Torsion)	Plainville
Rubberized Fabrics		The Acme Shear Co (household)	Bridgeport	D R Templeman Co (jewelry)	Plainville
The Duro-Gloss Rubber Co	New Haven	Sheet Metal Products		Springs, Wire & Flat	
Rubber Footwear		The American Brass Co (brass and copper)	Waterbury	The Autoyre Company	Oakville
The Goodyear Rubber Co	Middletown	Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays)	Durham	Stair Pads	
United States Rubber Prod Inc (Keds, Kedetees, Gaytees, U S Royal Footwear)	Naugatuck	United Advertising Corp Manufacturing Division (Job and Production Runs)	New Haven	Palmer Brothers Company	New London
Rubber Gloves		Waterbury Companies Inc	Waterbury	Stamps	
The Seamless Rubber Company	New Haven	Sheet Metal Stampings		The Hoggson & Pettis Mfg Co (steel)	New Haven
Rubber Products, Mechanical		The American Buckle Co	West Haven	141 Brewery St	New Haven
The Auburn Manufacturing Company (washers, gaskets, molded parts)	Middletown	The Patent Button Co	Waterbury	The Parker Stamp Works Inc (steel & rubber)	Hartford
Rubbish Burners		J H Sessions & Son	Bristol	Stampings	
The John P Smith Co	423-33 Chapel St New Haven	Waterbury Companies Inc	Waterbury	The Han-Dee Spring and Manufacturing Co (Small)	Hartford
Safety Clothing		Hall Mfg Co	Ansonia	Stampings—Small	
American Optical Company Safety Division	Putnam	Shipment Sealers		Rogers Corporation (Fibre Cellulose Paper)	Manchester
Safety Fuses		Better Packages Inc	Shelton	The Greist Manufacturing Co	New Haven
The Ensign-Bickford Co (mining & detonating)	Simsbury	Showcase Lighting Equipment		Scovill Manufacturing Company	Waterbury 91
Safety Gloves and Mittens		The Wiremold Company	Hartford	The Wallace Barnes Co Div Associated Spring Corp	Bristol
American Optical Company Safety Division	Putnam	Shower Stalls		Waterbury Companies Inc	Waterbury
Safety Goggles		Dextone Company	New Haven	The L C White Company	Waterbury
American Optical Company Safety Division	Putnam	Signals		Steel	
Sandblasting		The H C Cook Co (for card files)	Ansonia	The Stanley Works (hot and cold rolled strip)	New Britain
The Beij & Williams Co	Hartford	Silks		Steel Castings	
Saw Blades		Cheney Brothers	South Manchester	The Hartford Electric Steel Co (carbon and alloy steel)	540 Flatbush Ave Hartford
The Capewell Mfg Co (Hack Saw, Band Saw)	Hartford	Sizing and Finishing Compounds		Malleable Iron Fittings Co	Branford
Saws, Band, Metal Cutting		American Cyanamid & Chemical Corp	Waterbury	Nutmeg Crucible Steel Co	Branford
Atlantic Saw Mfg Co	New Haven	Slide Fasteners		Steel—Cold Rolled Spring	
Scales—Industrial Dial		Shoe Hardware Div U S Rubber Company (Kwik zippers)	Waterbury	The Wallace Barnes Co Div Associated Spring Corp	Bristol
The Kron Company	Bridgeport	Smoke Stacks		Steel—Cold Rolled Stainless	
Scissors		The Bigelow Company (steel)	New Haven	Wallingford Steel Company	Wallingford
The Acme Shear Company	Bridgeport	Soap		Steel—Cold Rolled Strip and Sheets	
Screw Caps		The J B Williams Co (industrial soaps, toilet soaps, shaving soaps)	Glastonbury	Wallingford Steel Company	Wallingford
The Weimann Bros Mfg Co (small for bottles)	Derby	Solder—Soft		Steel Goods	
Screws		Torrey S Crane Company	Plantsville	Merriam Mfg Co (sheets products to order)	Durham
The Blake & Johnson Co (machine)	Waterville	Special Machinery		Waterbury Companies Inc	Waterbury
Corbin Screw Div American Hardware Corp	New Britain	The H P Townsend Mfg Company	Hartford	Steel—Magnetic	
Clark Brothers Bolt Co	Milldale	National Sherardizing & Machine Co (mandrels & stock shells for rubber industry)	Hartford	Cinadagraph Div The Indiana Steel Products Co (Permanent)	Stamford
The Charles Parker Co (wood)	Meriden	The Henry & Wright Manufacturing Company	Hartford	Steel Strapping	
Scovill Manufacturing Company	Waterbury 48	Lundberg Engineering Company	Hartford	The Stanley Works	New Britain
The Connecticut Mfg Co (machine)	Waterbury	Boesch Mfg Co Inc (designed and built)	Danbury	Steel—Structural	
The Holo-Krome Screw Corporation (socket set and socket cap)	West Hartford	Special Parts		The Berlin Construction Co Inc (fabricated)	Berlin
The Chromium Process Company	Shelton	The Greist Mfg Co (small machined, especially precision stampings)	New Haven	Stereotypes	
Atlantic Screw Works (wood)	Hartford	Special Industrial Locking Devices		W T Barnum & Co Inc	New Haven
Screw Machines		Corbin Cabinet Lock Div American Hardware Corp	New Britain	Stop Clocks, Electric	
The H P Townsend Mfg Company	Hartford	Special Tools & Dies		The H C Thompson Clock Co	Bristol
Screw Machine Accessories		Lundberg Engineering Company	Hartford	Straps, Leather	
Barnaby Manufacturing and Tool Company	Bridgeport	Spinnings		The Auburn Manufacturing Company (textile, industrial, skate, carriage)	Middletown
Screw Machine Products		The Gray Manufacturing Company	Hartford	Studio Couches	
The Apex Tool Co Inc	Bridgeport	Sponge Rubber		Waterbury Mattress Co	Waterbury
Chas E Lowe Co	Wethersfield	The Sponge Rubber Products Co	Shelton	Super Refractories	
The Connecticut Manufacturing Company	Waterbury	Spreads		The Mullite Refractories Co	Shelton
Corbin Screw Div American Hardware Corp	New Britain	Palmer Brothers Company	New London	Surface Metal Raceways & Fittings	
The Blake & Johnson Co		Spring Coiling Machines		The Wiremold Company	Hartford
The Centerless Grinding Co Inc (Heat treated and ground type only)		The Torrington Manufacturing Co	Torrington	Surgical Dressings	
19 Staples Street		Spring Units		The Seamless Rubber Company	New Haven
The Eastern Machine Screw Corp		Owen Silent Spring Co Inc (mattresses and furniture)	Bridgeport	Acme Cotton Products Co Inc	East Killingly
Truman & Barclay Sts		Spring Washers		Surgical Rubber Goods	
The Humason Mfg Co		The Wallace Barnes Co Div Associated Spring Corp	Bristol	Switchboards Wire and Cables	
Geo W Fleming Co		Springs—Coil & Flat		Rockbestos Products Corp (asbestos insulated)	New Haven
The Greist Mfg Co (Up to 1½" capacity)		The Humason Mfg Co	Forestville	Synchronous Motors	
New Haven		The Wallace Barnes Co Div Associated Spring Corp	Bristol	The R W Cramer Company Inc	Centerbrook
Scovill Manufacturing Company		The Han-Dee Spring and Manufacturing Co (Coil and Flat)	Hartford	Tanks	
Waterville 91		The Peck Spring Co	Plainville	The Bigelow Company (steel)	New Haven
The Plume & Atwood Mfg Co		Springs—Flat		Storts Welding Company (steel and alloy)	Meriden
Waterbury		The Wallace Barnes Co Div Associated Spring Corp	Bristol	Tape	
The Peck Spring Co		Tap Extractors		The Russell Mfg Co	Middletown
Watkins Manufacturing Co Inc		Seasoning		The Walton Co	94 Allyn St Hartford (Advt.)
Bristol		Sealing Tape Machines			
Plainville		Better Packages Inc	Shelton		
Plainville		Seasoning			
Plainville		Maggi Co Inc (Maggi's)	New Milford		

IT'S MADE IN CONNECTICUT

Taps, Collapsing
The Geometric Tool Co New Haven

Tarred Lines
Brownell & Co Inc Moodus

Tea
Upham Food Products Inc (package and tea balls) Hawleyville

Telemetering Instruments
The Bristol Co Waterbury

Textile Machinery
The Merrow Machine Co 2814 Laurel St Hartford

Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton

Textile Processors
The Aspinook Corp (cotton) Jewett City
American Dyeing Corporation (rayon, acetate) Rockville

Therapeutic Equipment
Airadio Incorporated Stamford

Thermometers
The Bristol Co (recording and automatic control) Waterbury

Thermostats
Bridgeport Thermostat Company Inc (automatic) Bridgeport

Thin Gauge Metals
The Thinsheet Metals Co (plain or tinned in rolls) Waterbury

Thread
Max Pollack & Co Inc Groton & Willimantic
The American Thread Co Willimantic
The Gardiner Hall Jr Co (cotton sewing) South Willington
Wm Johl Manufacturing Co Mystic
The Lloyd E Cone Thread Co (industrial cotton sewing) Moodus

Threading Machines
The Grant Mfg & Machine Co (double and automatic) Bridgeport

Time Recorders
Stromberg Time Corp Thomaston

Timers, Interval
The H C Thompson Clock Co Bristol
The R W Cramer Company Inc Centerbrook

Timing Devices
Seth Thomas Clocks Thomaston
The United States Time Corporation Waterbury
The R W Cramer Company Inc Centerbrook

Timing Devices & Time Switches
M H Rhodes Inc Hartford

Tinning
Wilcox Crittenden & Co Inc Middletown
The Thinsheet Metals Co (non-ferrous metals in rolls) Waterbury

Tool Designing
American Standard Co Plantsville

Tools
The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven
The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton

Tools & Dies
Moore Special Tool Co Bridgeport

Tools, Dies & Fixtures
The Greist Mfg Co New Haven
The Parker Stamp Works Inc (special) Hartford
Fouda Gage Company (also jigs) Stamford

Toys
A C Gilbert Company New Haven
The Gong Bell Co East Hampton
The N N Hill Brass Co East Hampton
Waterbury Companies Inc Waterbury
The Geo S Scott Mfg Co Wallingford

Trucks—Industrial
George P Clark Co Windsor Locks
The State Welding Company Hartford

Trucks—Lift
The Excelsior Hardware Co Stamford
George P Clark Co Windsor Locks

Trucks—Skid Platforms
The Excelsior Hardware Co (lift) Stamford

Tube Bending
American Tube Bending Co Inc New Haven

Tube Clips
The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia
The Weimann Bros Mfg Co (for collapsible tubes) Derby

Tubing
The American Brass Co (brass and copper) Waterbury
Scovill Manufacturing Company (Brass and Copper) Waterbury 91

Tubing (Extruded Plastic)
Extruded Plastics Inc Norwalk

Tubing—Heat Exchanger
Scovill Manufacturing Company Waterbury 91

Turret Lathe Products
Geo W Fleming Co Wallingford

Typewriters
Underwood Corporation Hartford
Royal Typewriter Co Inc Hartford

Typewriters—Portable
Underwood Corporation Hartford

Typewriter Ribbons and Supplies
Underwood Corporation Hartford and Bridgeport

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic

Union Pipe Fittings
The Corley Co Inc (300# AAR) Plainville

Upholstery Fabrics—Woolen & Worsted
Broad Brook Company (automobile, airplane, railroad) Broad Brook

Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
The Spencer Turbine Co Hartford

Valves
Norwalk Valve Company (sensitive check valves) South Norwalk

Valves—Automatic Air
Beaton & Cadwell Mfg Co New Britain

Valves—Automobile Tire
Bridgeport Brass Company Bridgeport

Valves—Radiator Air
Bridgeport Brass Company Bridgeport

Valves—Relief & Control
Beaton & Cadwell Mfg Co New Britain

Varnishes
The Staminite Corp New Haven

Velvets
The Velvet Textile Corporation (velveteen) West Willimantic

The Leiss Velvet Mfg Co Inc
West Willimantic

Ventilating Systems
Colonial Blower Company Hartford
Connecticut Blower Company Hartford

Vibrators—Pneumatic
New Haven Vibrator Company (industrial) New Haven

Vises
The Charles Parker Co Meriden
The Fenn Manufacturing Company (Quick-Action Vises) Hartford

Washers
The Blake & Johnson (brass, copper & non-ferrous) Waterville
American Felt Co (felt) Glenville
Clark Brothers Bolt Co Milldale
The Sessions Foundry Co (cast iron) Bristol
J H Sessions & Son Bristol
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport

The Auburn Manufacturing Company
(all materials) Middletown

The Plume & Atwood Mfg Co
(brass & copper) Waterbury

Saling Manufacturing Company
(made to order) Unionville

Watches
Benrus Watch Co 30 Cherry St Waterbury
The United States Time Corporation Waterbury

The New Haven Clock and Watch Co
(pocket & wrist) New Haven

Waterproof Dressings for Leather
The Viscol Company Stamford

Wedges
Saling Manufacturing Company (hammer & axe) Unionville

Welding
The Porcupine Company Bridgeport
The State Welding Company Hartford
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven

Welding—Lead
Storts Welding Company (tanks and fabrication) Meriden

Welding Rods
The Bristol Brass Co (brass & bronze) Bristol

Wheels
Hall Mfg Co Ansonia

Wheels—Industrial
George P Clark Co Windsor Locks

Wicks
The Russell Mfg Co Middletown
The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks) Bridgeport
The Auburn Manufacturing Company (felt, asbestos) Middletown

Wire
The Bristol Brass Corp (brass & bronze) Bristol
The Driscoll Wire Co (steel) Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
The Atlantic Wire Co (steel) Branford
The Platt Bros & Co (zinc wire) Waterbury
P O Box 1030 Waterbury
Rockbestos Products Corp (asbestos insulated) New Haven
Scovill Manufacturing Company (Brass, Bronze, and Nickel Silver) Waterbury 91
The Bartlett Hair Spring Wire Co (Hair Spring) North Haven

Wire Arches and Trellis
The John P Smith Co New Haven
423-33 Chapel St

Wire Baskets
Rolock Inc (for acid, heat, degreasing) Fairfield

Wire Cable
The Bevin-Wilcox Line Co (braided) East Hampton

Wire Cloth
The C O Jelliff Mfg Co (all metals, all meshes) Southport

Wire Drawing Dies
The Waterbury Wire Die Co Waterbury

Wire Dipping Baskets
The John P Smith Co New Haven
423-33 Chapel St

Wire—Enameled Magnet
Sweet Wire Co Winsted

Wire Formings
The Autoyre Co Oakville
The Verplex Company Essex

Wire Forms
The Connecticut Spring Corporation Hartford
The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp Bristol
New England Spring Mfg Co Unionville

Wire Goods
The Patent Button Co Waterbury
The American Buckle Co (overall trimmings) West Haven
Scovill Manufacturing Company (To Order) Waterbury 91

Wiremolding
The Wiremold Company Hartford

Wire Products
Clairglow Mfg Company Portland

Wire Reels
The A H Nilson Mach Co Bridgeport

Wire Partitions
The John P Smith Co New Haven
423-33 Chapel St

Wire Rings
The American Buckle Co (pan handles and tinnings' trimmings) West Haven

Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport

Wire—Specialties
The Andrew B Hendryx Co New Haven

Wood Handles
The Salisbury Cutlery Handle Co (for cutlery & small tools) Salisbury

Woodwork
C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford
Hartford Builders Finish Co Hartford

Woven Awning Stripes
The Falls Company Norwich

Yarns
The Ensign-Bickford Co (jute carpet) Simsbury
The Aldon Spinning Mills Corporation (fine woolen and specialty) Talcottville

Zinc
The Platt Bros & Co (ribbon, strip and wire) Waterbury
P O Box 1030

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven (Adv't.)

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TRU-GROUND DOWEL PINS

All you know to be symbolized by the ALLEN trade mark,—in metallurgy, precision workmanship, product-DEPENDABILITY,—all this applies to *TRU-GROUND Dowel Pins in these particulars:*

We make them of special-analysis ALLENOY steel, heat-treated to an extremely hard surface, with a core of the *right* hardness to prevent "mushrooming" when driven into a tight hole.

We grind them to a limit of .0002" over basic size, with an allowable tolerance of plus or minus .0001". Surfaces are finely polished; subsequently treated with a rust-preventive.

Their tensile strength is 240,000 to 250,000 psi. By their strength and accuracy they dependably uphold precision standards in tool, die and machine assemblies.



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THE ALLEN MFG. COMPANY
HARTFORD, CONNECTICUT, U.S.A.

Service Section

DIRECTOR OF INDUSTRIAL RELATIONS. University and Law Degrees—Currently employed for past five years as Industrial Relations Director in large manufacturing company. Can head up the Personnel Department in a plant of 5,000 or more. Salary not of first importance—Age 45. Address PW 1444.

FOR SALE: Mod. 60 New Britain-Gridley—built in 1942—rebuilt in 1946—two sets of collets and miscellaneous tools—motors and controls 220-440 volts. Address SE 1241.

WANTED: Up to 2 tons of antimonial lead. Address SE 1243.

WANTED: 6000 lbs. steel strip or rolls— $\frac{1}{4}$ hard—.018" x $1\frac{1}{2}$ "; also 19,000 lbs. of .031" x 2", soft. Address SE 1244.

FOR SALE: 53 lbs. No. 11 enameled wire, 534 lbs. No. 15 enameled wire, 110 lbs. No. 16 enameled wire, or exchange for No. 29 or No. 30 enameled wire, or can offer the above surplus at \$.25 per lb., if it can be replaced in equal poundage of No. 29 or No. 30 wire at market price, or slightly above. Address SE 1245.

WANTED: 4000 pounds of basic steel wire, size .072-.074. Address SE 1247.

FOR SALE: 1,056 Cabinet Stanley Spring Catches No. 33; 408 "T" Plates 99 $\frac{1}{2}$ x 2 $\frac{1}{2}$ x 2 $\frac{1}{2}$ Stanley; 200 Door Stops KF 362 Corbin; 408 Butts, 2" x 2" No. 806 Stanley. Address SE 1249.

FOR SALE: 1 Holden cyanide furnace. in good condition. Address SE 1251.

WANTED: High carbon spring wire—any quantities—any size from a 16 to a number 9. Address SE 1253.

FOR SALE: Pease sheet dryer, type R, 220 V, 60 cycles, and Pease Model 9 blueprinting machine complete with tanks. Address SE 1257.

WANTED: Platform lift truck—4,000 lb. capacity—electric—Yale preferred. Address SE 1258.

FOR SALE: Steam driven generating equipment for sale. Address SE 1259.

FOR SALE: 13 only Minneapolis Honeywell thermostats No. TA-42A1X—new—never removed from the original shipping boxes. Address SE 1260.

FOR SALE: 18" wide x 21 ft. Link-Belt Portable Belt Conveyor with troth belt, complete with wheels, underneath frame and raising and lowering device—including support, etc., for mounting a 5 HP Neway Gasoline Engine, but without the engine. Address SE 1266.

SMALL SHOP NEAR HARTFORD has facilities and skills now available to do tool and die, jig and fixture, special machine and experimental work. Address MTA 323.

TOOL SHOP has open time for design of jigs, fixtures, gages, and special cutting tools with or without carbide such as circular and dovetail form tools, counter bores, reamers, recess tools and milling cutters—together with the facilities and varied experience required in their manufacture. Address MTA 324.

WANTED: Primary sources of all lines of non-technical goods by manufacturer's agent in Manila, Philippines. Excellent banking references. Will act either as sales agent or jobber-distributor. Address SA 30.

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OUT-OF-TOWN SERVICE IS FASTER DURING THE AFTERNOON

Between 9:30 and 12:00 in the morning, telephone lines and switchboards are crowded with calls — so many, that both lines and switchboards become jammed and delays are unavoidable.

That's why we're offering you these two suggestions to help complete your out-of-town calls with the least possible delay.

1. Whenever possible, make your out-of-town calls when lines are least busy — before 9:30 in the morning — or during the afternoon.
2. Give your operator a chance to report on your out-of-town calls. If you call her back to inquire about them, it adds to the congestion at the switchboard and slows up your service.

Our operators are doing everything they can to complete your calls as fast as possible. But until copper, lead, steel, cotton yarns and other materials needed to manufacture telephone equipment become available in quantity again, the amount of additional circuits and switchboards we can add is limited.

Our equipment has been engineered and ordered. Everything possible is being done to speed its manufacture and delivery for service to you.

Telephone lines are busiest
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For better out-of-town and local
service call in the early morning
or during the afternoon



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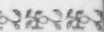
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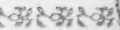
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